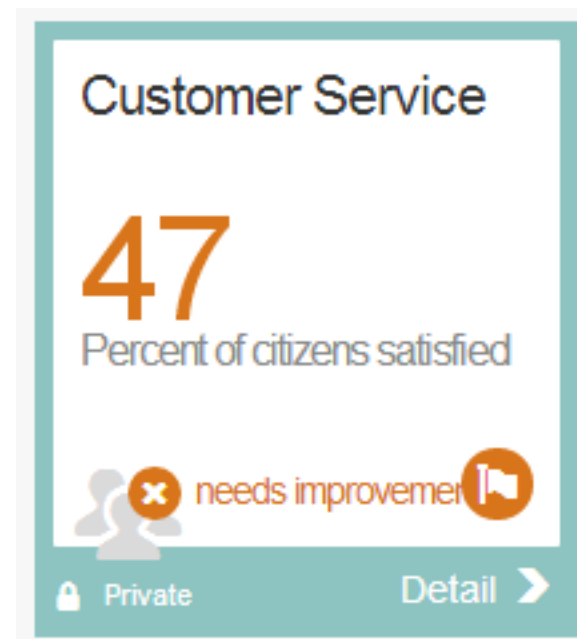


CUSTOMER SERVICE AND COMMUNICATION

JUNE 3, 2014

<https://kcstat.kcmo.org>

EMPHASIZE CUSTOMER SERVICE ACROSS ALL CITY SERVICES



STRATEGIC CUSTOMER SERVICE TEAM RECOMMENDATIONS

CITYWIDE CUSTOMER SERVICE STRATEGIC TEAM

Vision

- *Everyday more than 450,000 residents, 35,000 businesses, and thousands of visitors depend on the services provided by the City of Kansas City, Missouri. These are our customers and we will serve them with an unwavering commitment to provide the highest quality services, programs, and facilities in a fiscally sustainable, responsive, and courteous manner.*

Goals

- Improve citizen satisfaction with citywide customer service by 3% in the fiscal year
- Manage customers' expectations by establishing service levels agreements for the completion of service requests and work orders and meet the service level agreements 80% with a satisfaction score of 85%
- 100% of departments will develop a customized customer service training, evaluation, and recognition program during FY 14-15
- Each Department Director (or representative) will meet quarterly with the City Manager to review and evaluate survey results, customer responses, and other key customer service indicators for their department.

CUSTOMER SERVICE PROMISE

As employees of the City of Kansas City, Missouri, we recognize and value all our customers – residents, visitors, businesses, workers, co-workers, and other city employees. Therefore, we promise to:

SERVE our customers with respect and courtesy, treating all individuals equally

RESPOND promptly to our customers in a courteous manner

ADDRESS problems in a constructive manner with a “can do” attitude

WORK as a team with other city departments to find solutions and provide options for resolution whenever possible

PROVIDE our customers with accurate and clear information on our policies, procedures, and completion timeframes for service delivery

COMMUNICATE to keep our customers advised of developments and changes related to our service delivery

OPTIMIZE opportunities to work in partnership with other organizations and agencies to provide options for resolution when an issue is not within our authority or purview

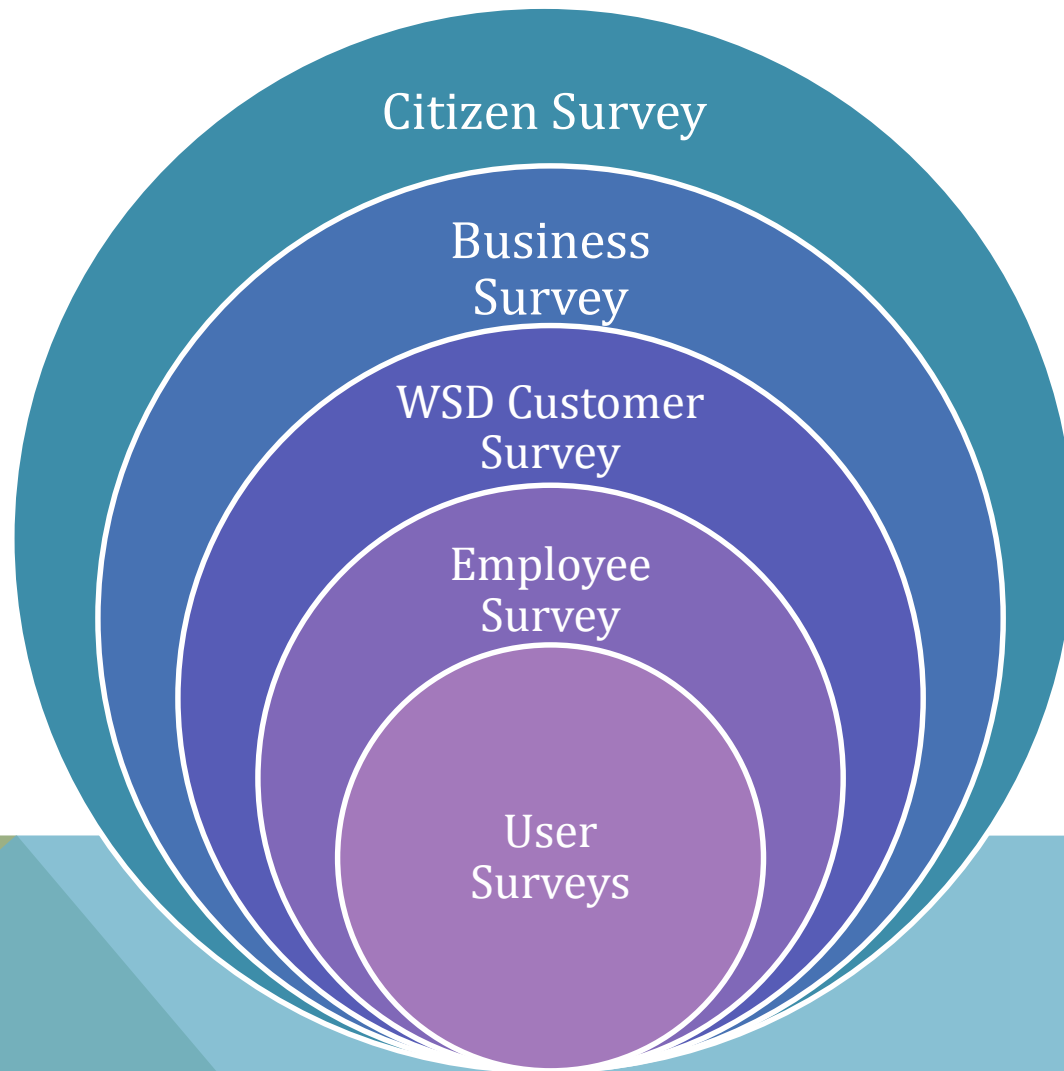
PERFORM as good stewards of public tax dollars and provide our services in the most efficient means possible

CUSTOMER SERVICE STANDARDS

- **14 page document developed by Customer Service Committee**
- **Covers:**
 - Visitors to City Hall and customer service in the field
 - Working together as City employees and working with vendors
 - Meetings and appointments
 - Accessibility
 - Response time
 - Telephone, email, mail, fax, and memo communication
 - Addressing issues, complaints and feedback and providing information
 - Professional appearance, office space and hours of operation
 - Technology support, websites, and social media
- **Will be shared with new employees via employee orientation and existing employees through communication methods under development.**

CUSTOMER SERVICE PROVIDED BY CITY DEPARTMENTS

INVENTORY OF SURVEYS



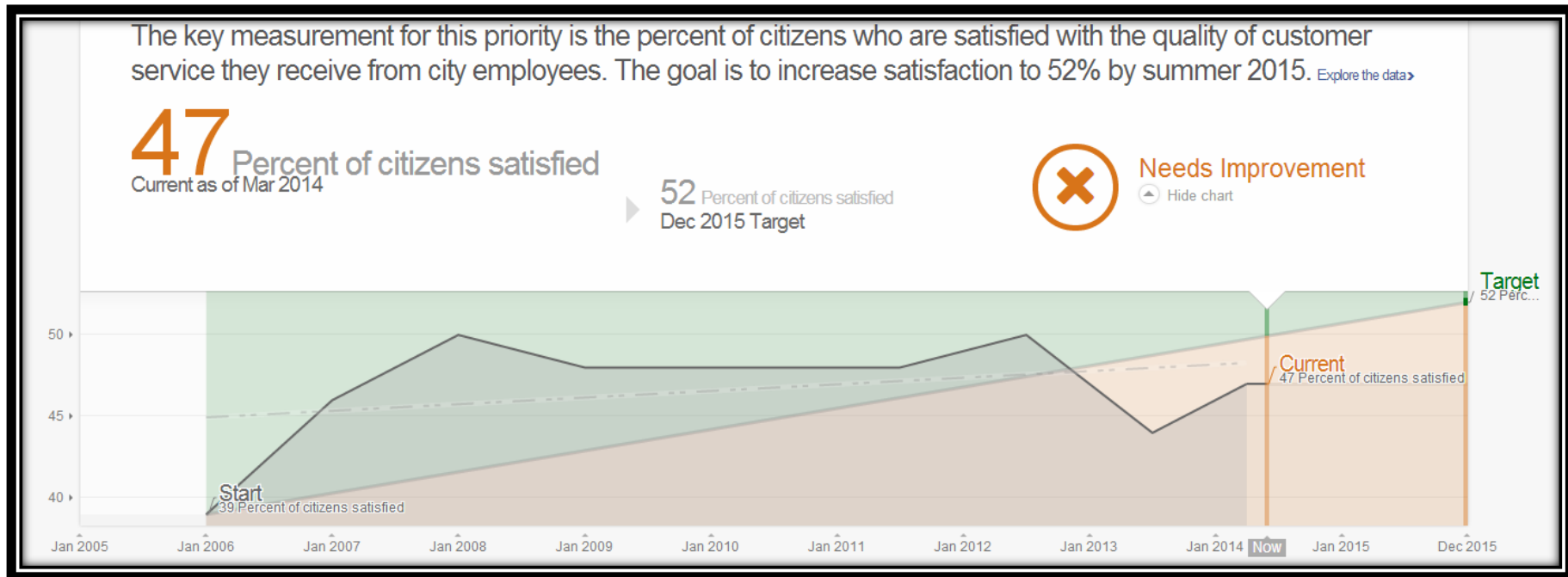
MEASURING CUSTOMER SERVICE IN BUSINESS PLANS

All departments are required to create a business plan. All business plans are required to include measurements of customer service for the divisions within that department.

Examples of measures developed to date:

| Department | Division | Measurement | Target |
|-------------------------------|------------------------|---|--------|
| General Services | Information Technology | Percent of annual survey results that were satisfied or above | 85% |
| Human Resources | Recruitment | Applicants satisfied with the online application process | 80% |
| Neighborhood and Housing Svcs | Administration | Department staff completing annual customer service training | 90% |
| Public Works | Operations | Garage user satisfaction | 80% |
| Finance | Revenue | Customer dropped calls | 12% |

CITIZEN SATISFACTION WITH CUSTOMER SERVICE



DEMOGRAPHIC BREAKDOWN – SATISFACTION WITH CUSTOMER SERVICE

**More Likely
To Be Satisfied
With “Customer
Service From
City Employees”**

Age 65+

Female

Live in 3rd District

Contacted 311

Lived in KC 50+ yrs

Income <\$30K

Used bulky pick-up

Visited community center

Attended public mtg

**More Likely
To Be
Dissatisfied
With “Customer
Service from
City Employees”**

Age 18-44

Male

Lived in KC 20-29 yrs

Contacted WSD

Visited KCI

Used website

Visited parks

Had contact with Municipal Court

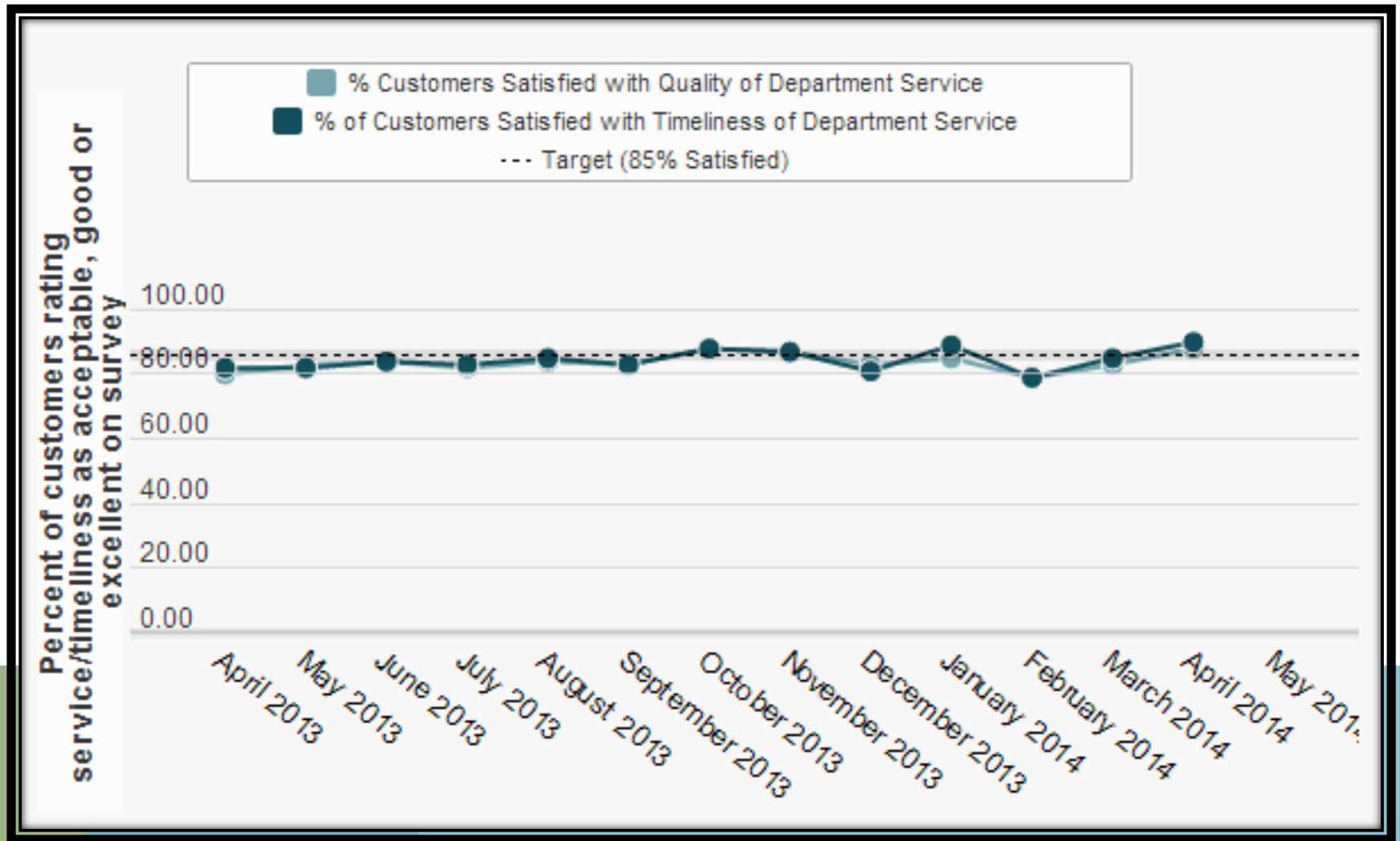
Victim of crime

Voted

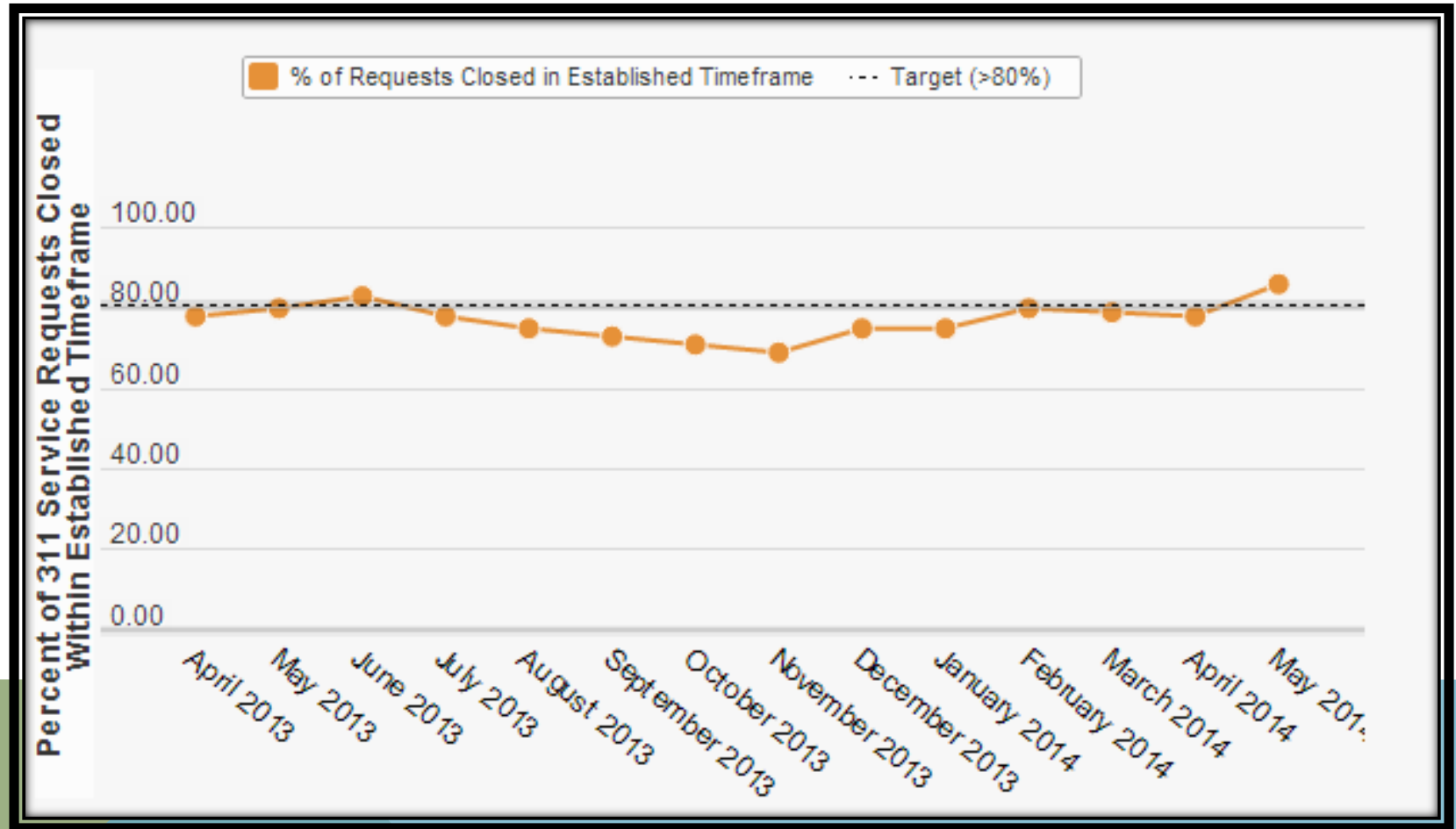
Used ambulance service

| Do you think you will be living in the city 5 years from now? | <i>Satisfied</i> | | <i>Neutral</i> | <i>Dissatisfied</i> | |
|--|------------------|-----|----------------|---------------------|-----|
| | 5 | 4 | 3 | 2 | 1 |
| Yes | 91% | 90% | 85% | 76% | 66% |
| No | 9% | 10% | 15% | 24% | 34% |

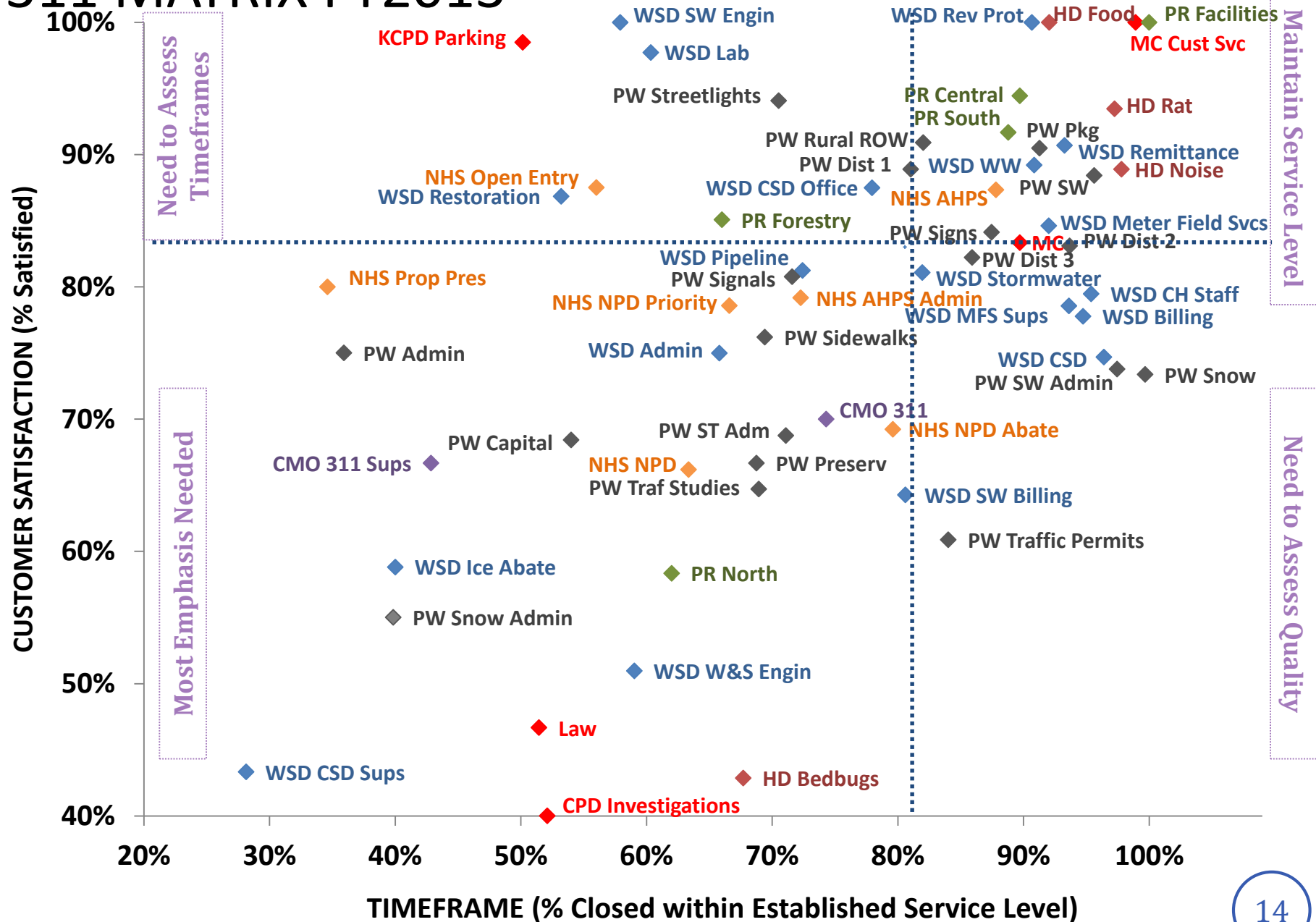
QUALITY AND TIMELINESS OF DEPARTMENT SERVICE – RATINGS FROM SERVICE REQUESTS



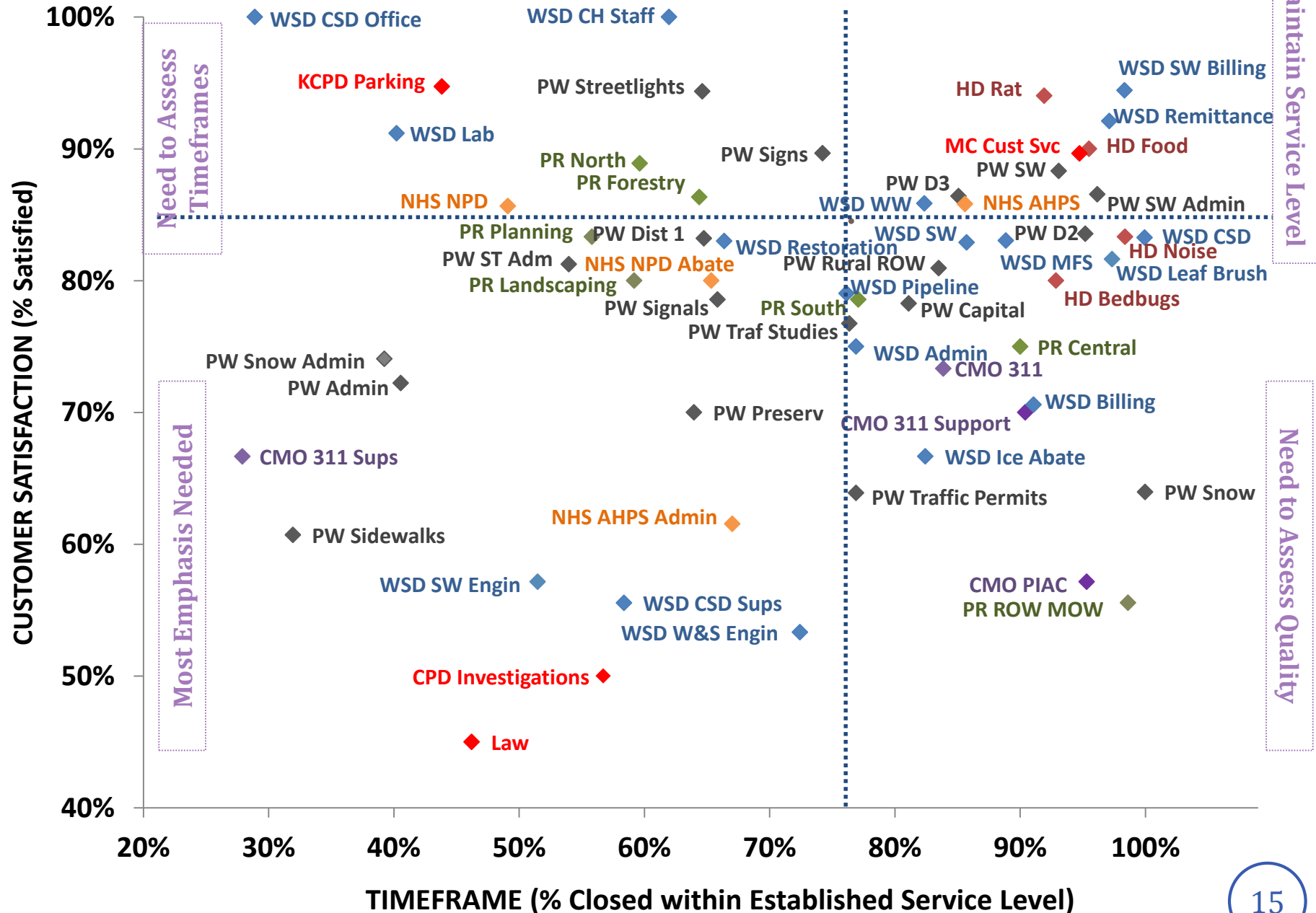
% OF REQUESTS CLOSED WITHIN ESTABLISHED TIMEFRAMES



311 MATRIX FY2013



311 MATRIX FY2014

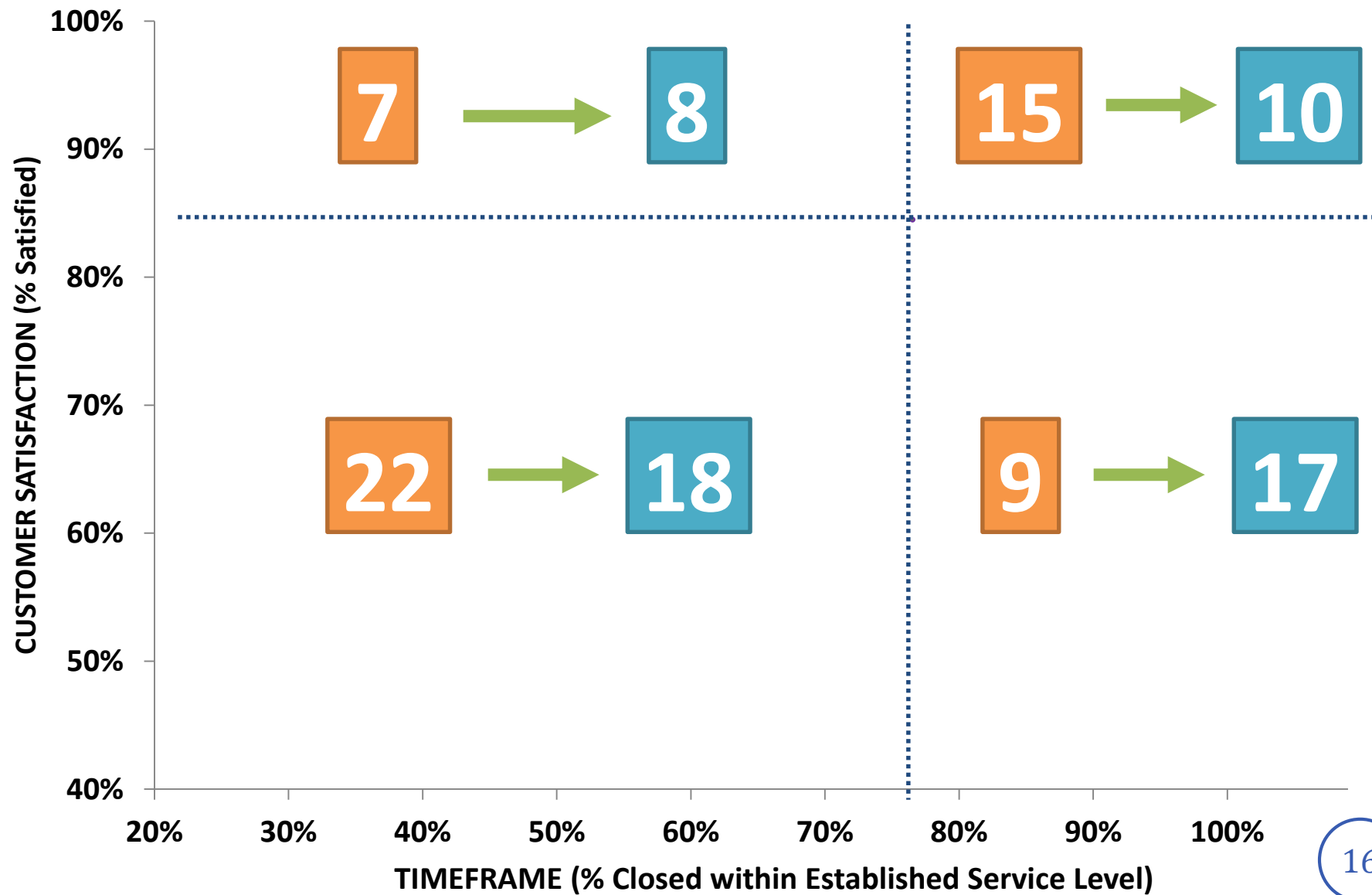


Source: Peoplesoft CRM 311 Service Request Data and 311 Customer Survey

MATRIX COMPARISON

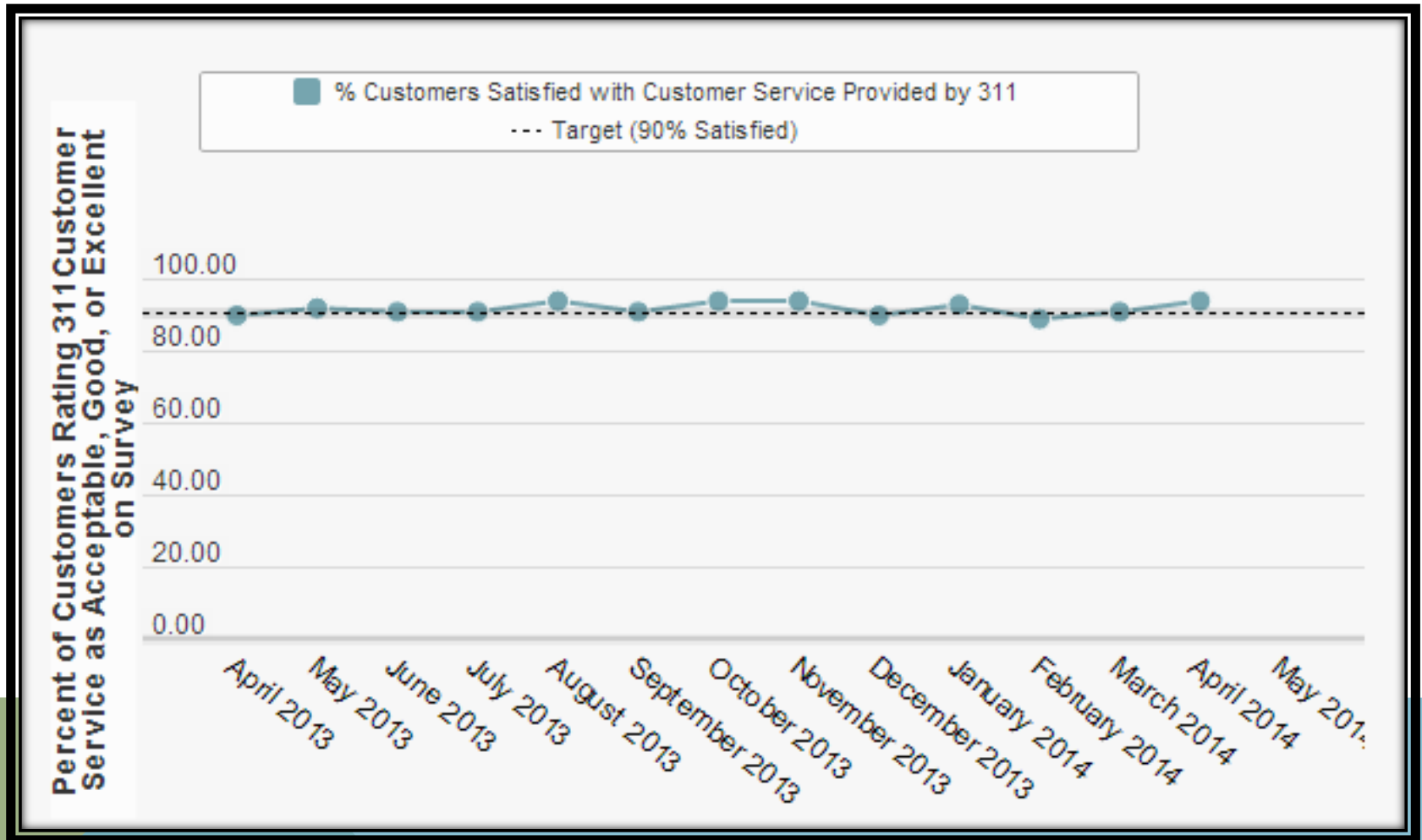
FY13

FY14

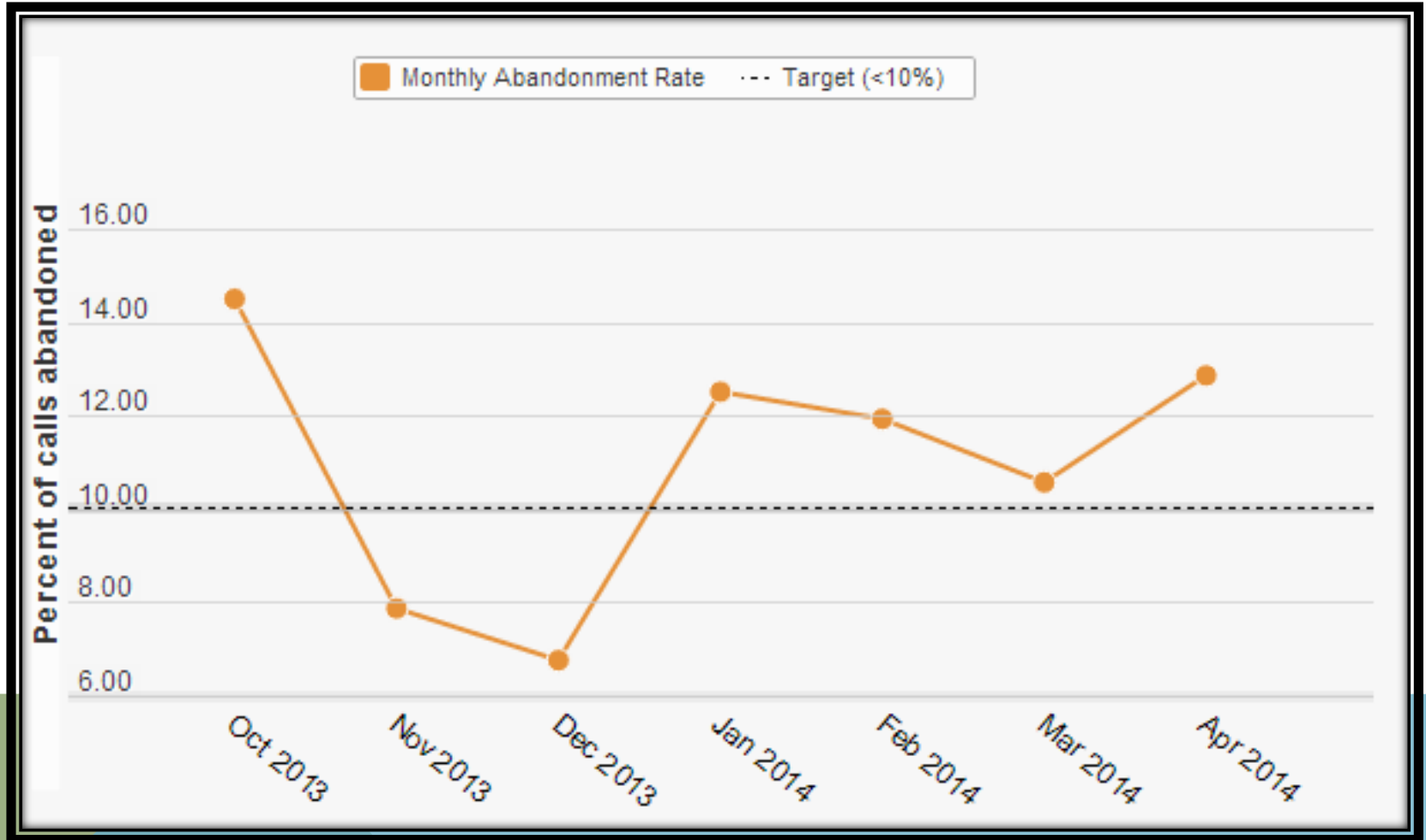


311 CALL CENTER

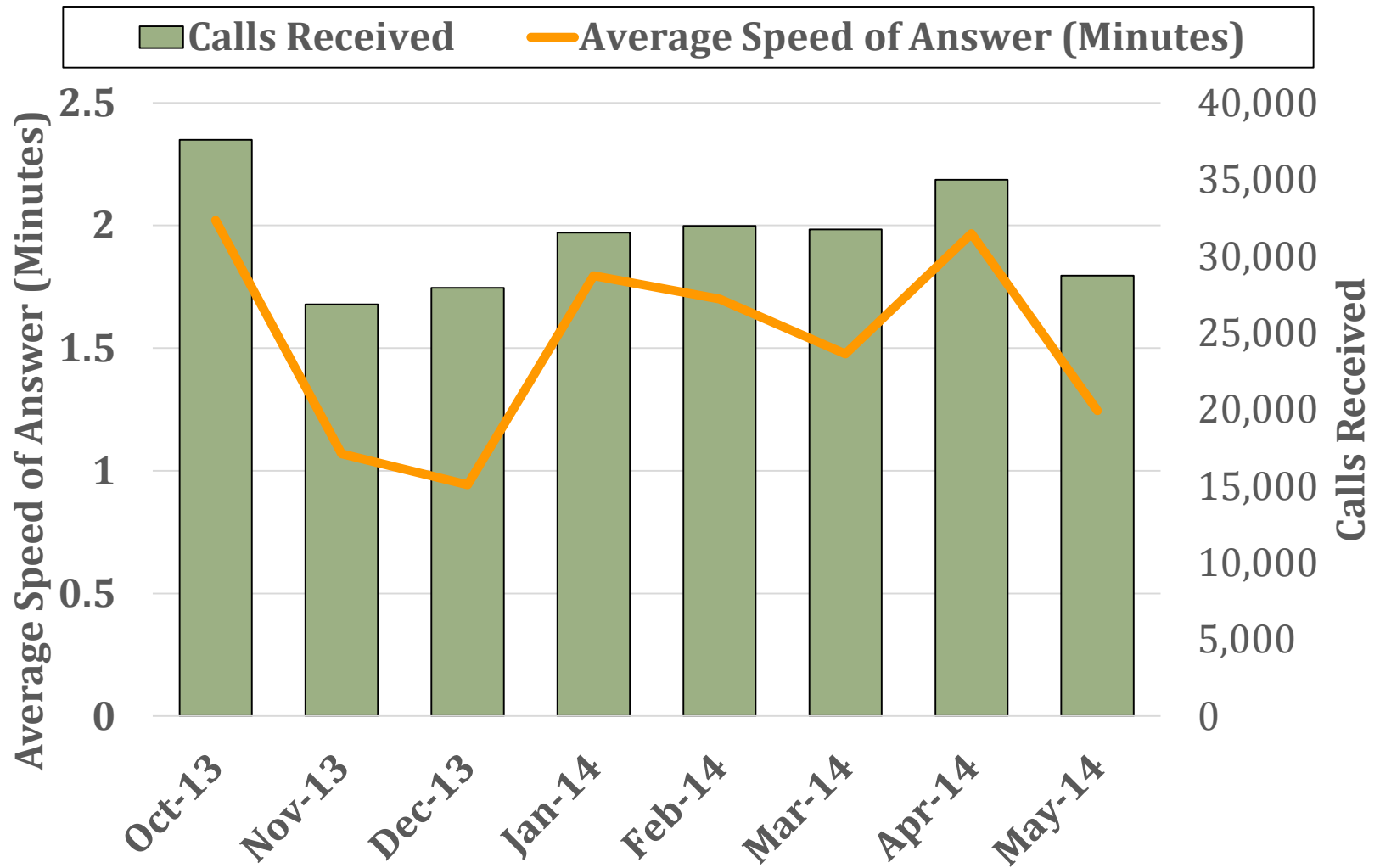
CUSTOMER SATISFACTION WITH 311 CALL CENTER – RATINGS OF SERVICE REQUESTS



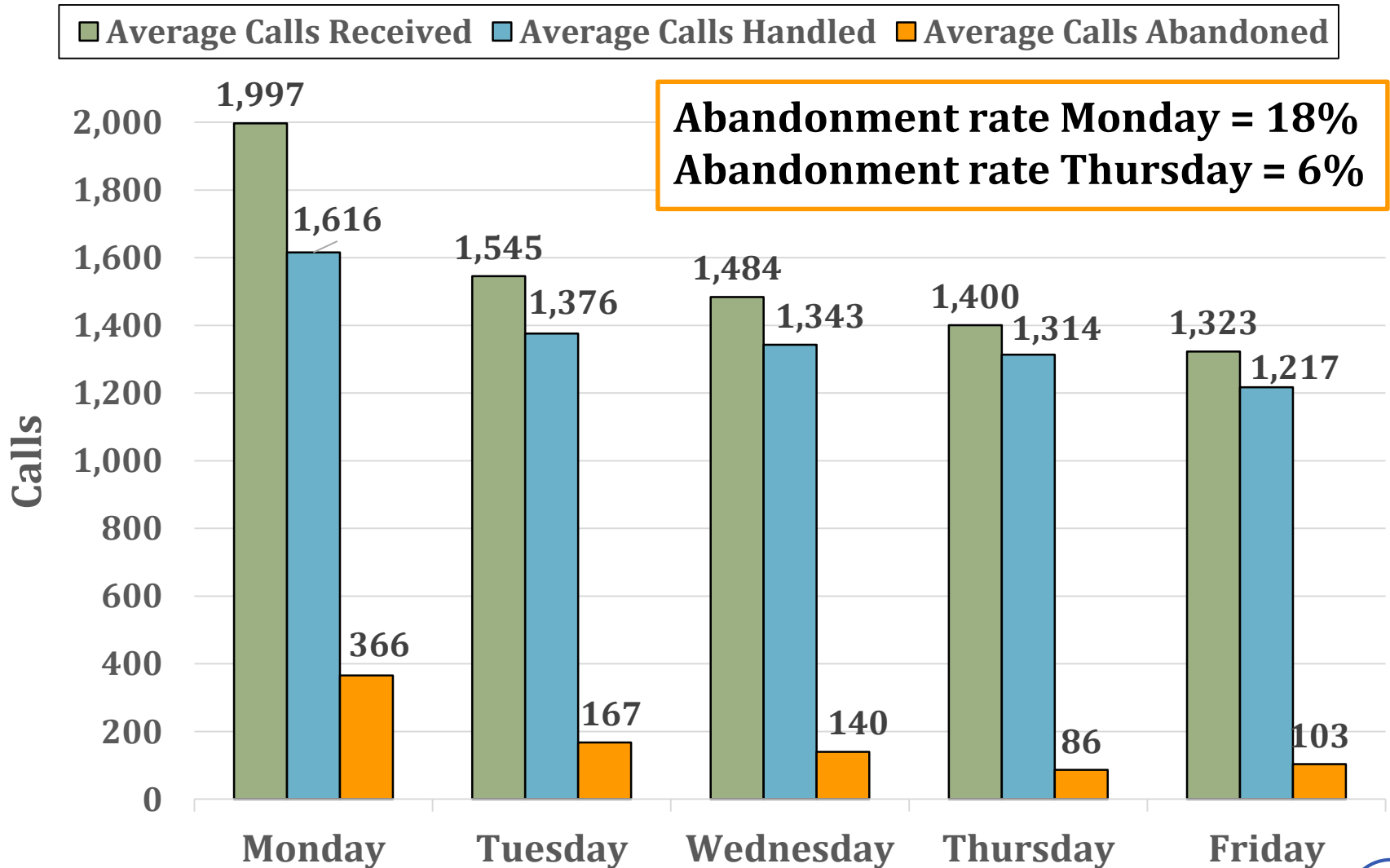
311 CALL CENTER ABANDONMENT RATE



AVERAGE SPEED OF ANSWER FOR 311



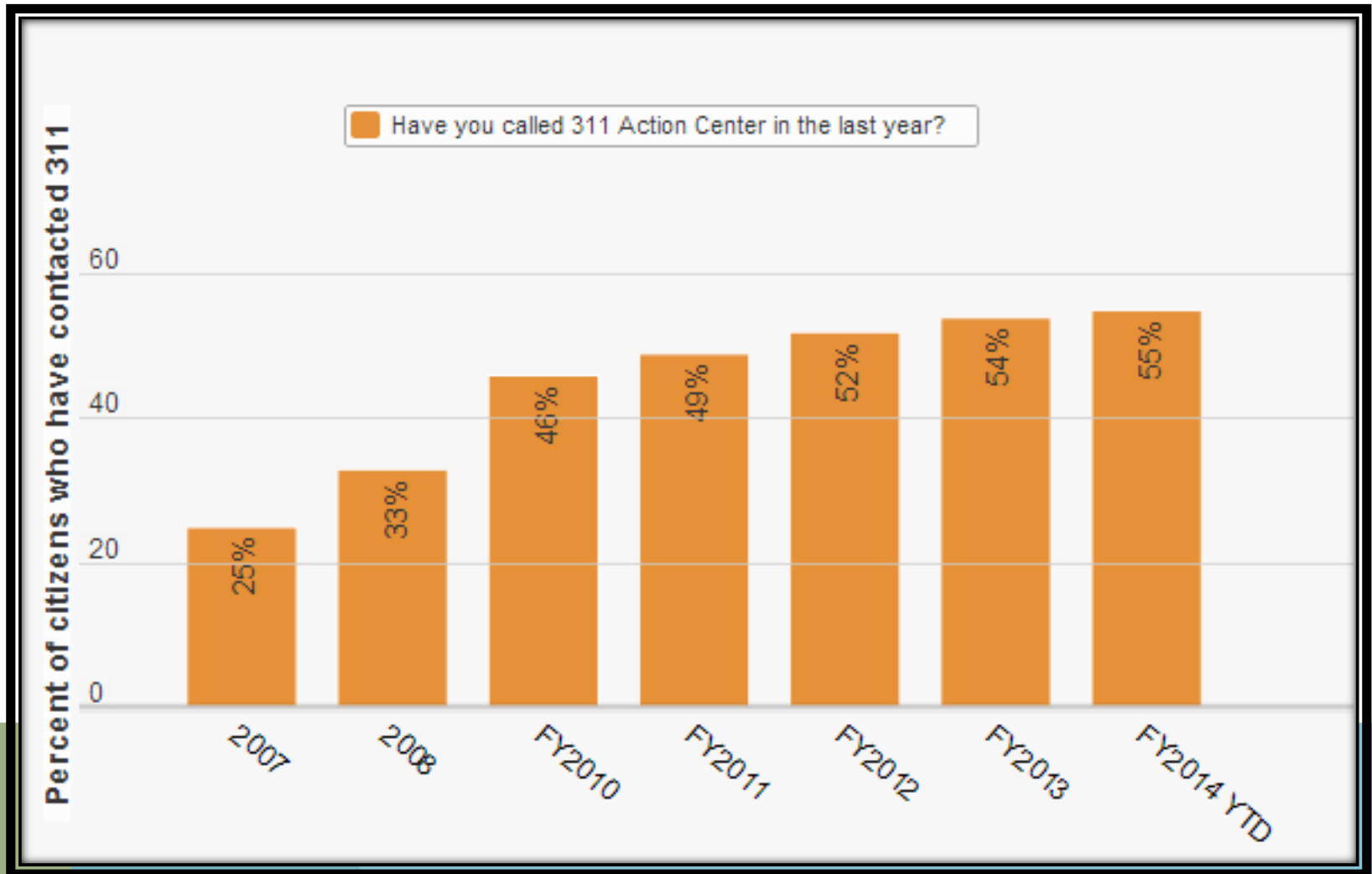
311 CALL VOLUME BY DAYS OF THE WEEK



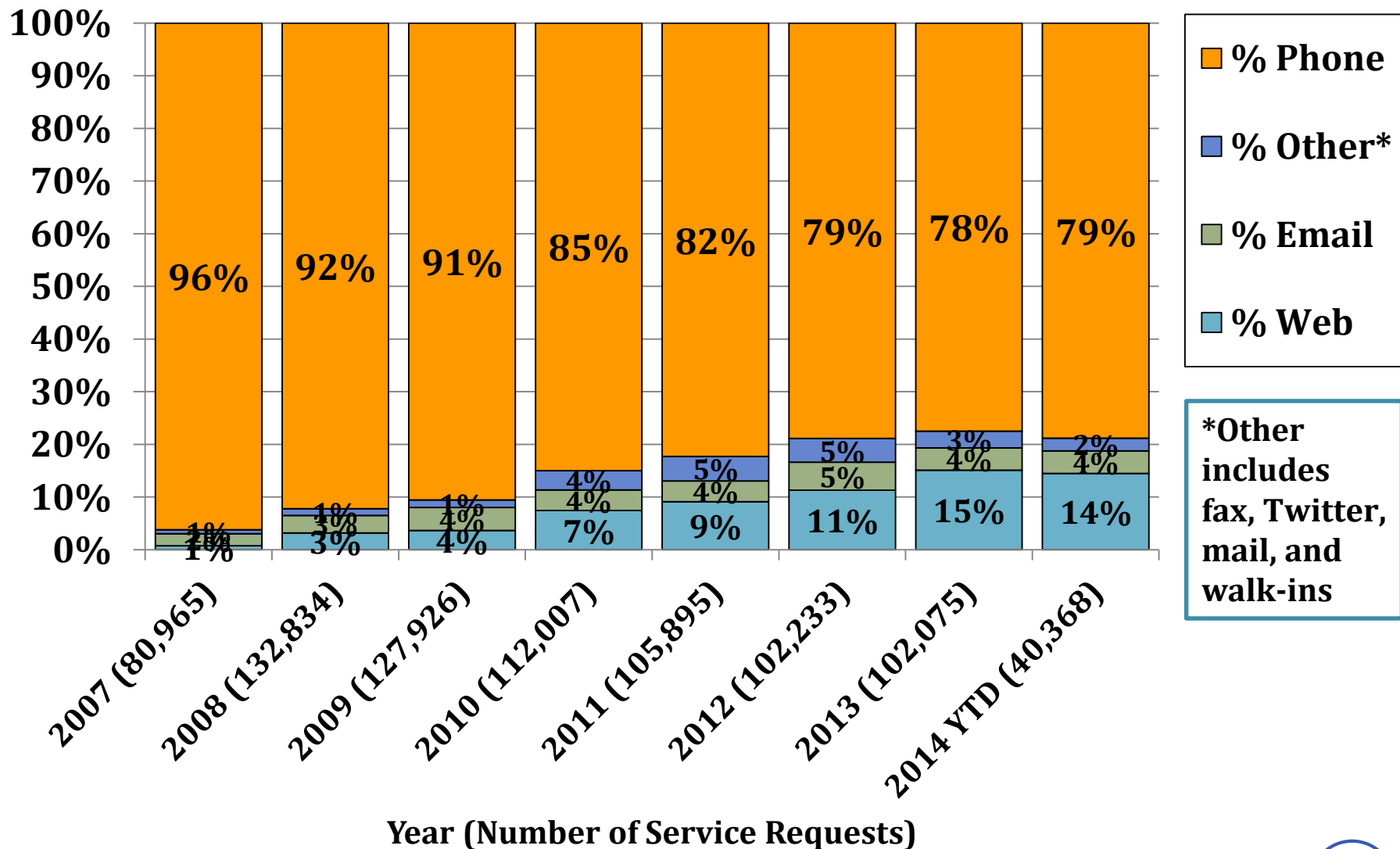
CITIZEN SATISFACTION WITH 311 CALL CENTER



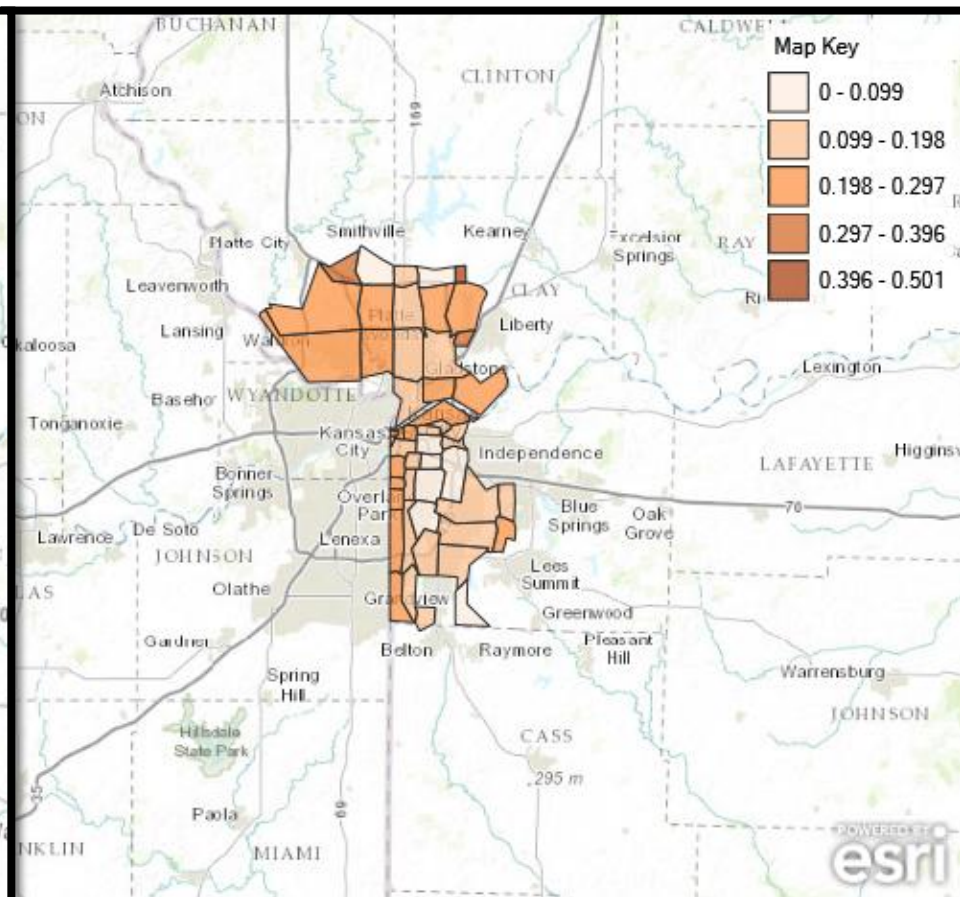
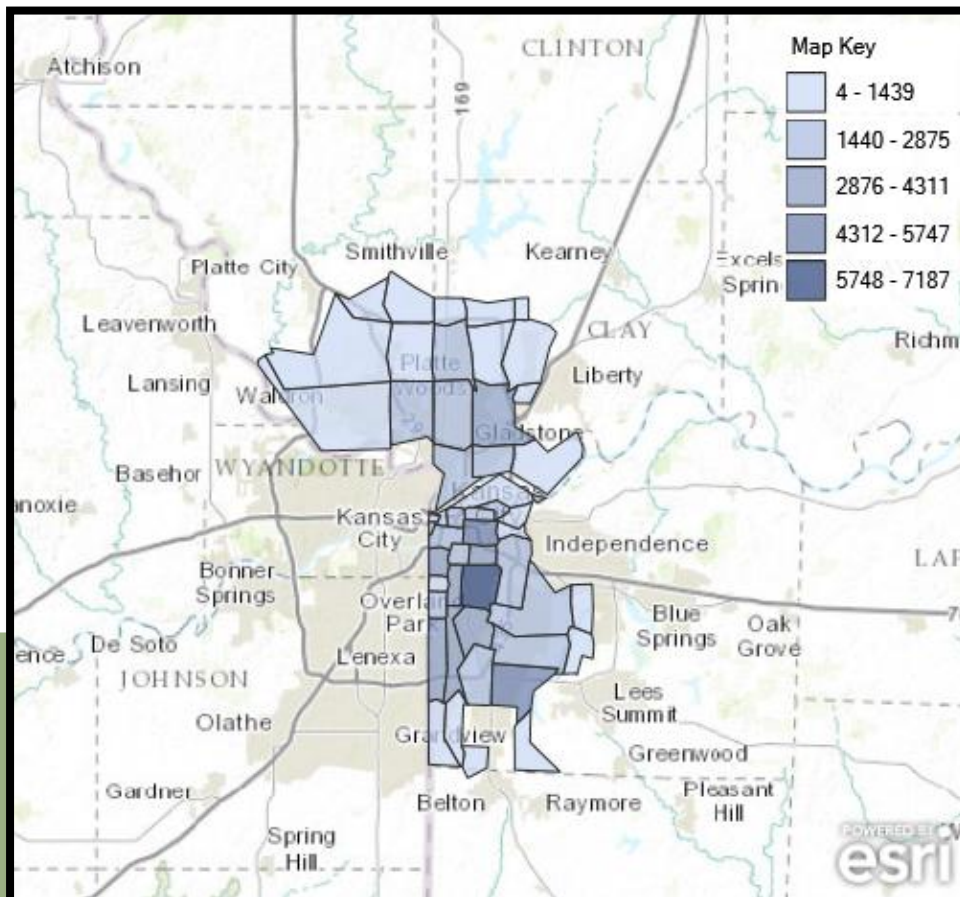
CITIZEN USE OF 311 CALL CENTER



CHANNELS FOR 311 SERVICE REQUESTS



311 VOLUME AND CHANNELS MAPS (MAY 2013 – MARCH 2014)

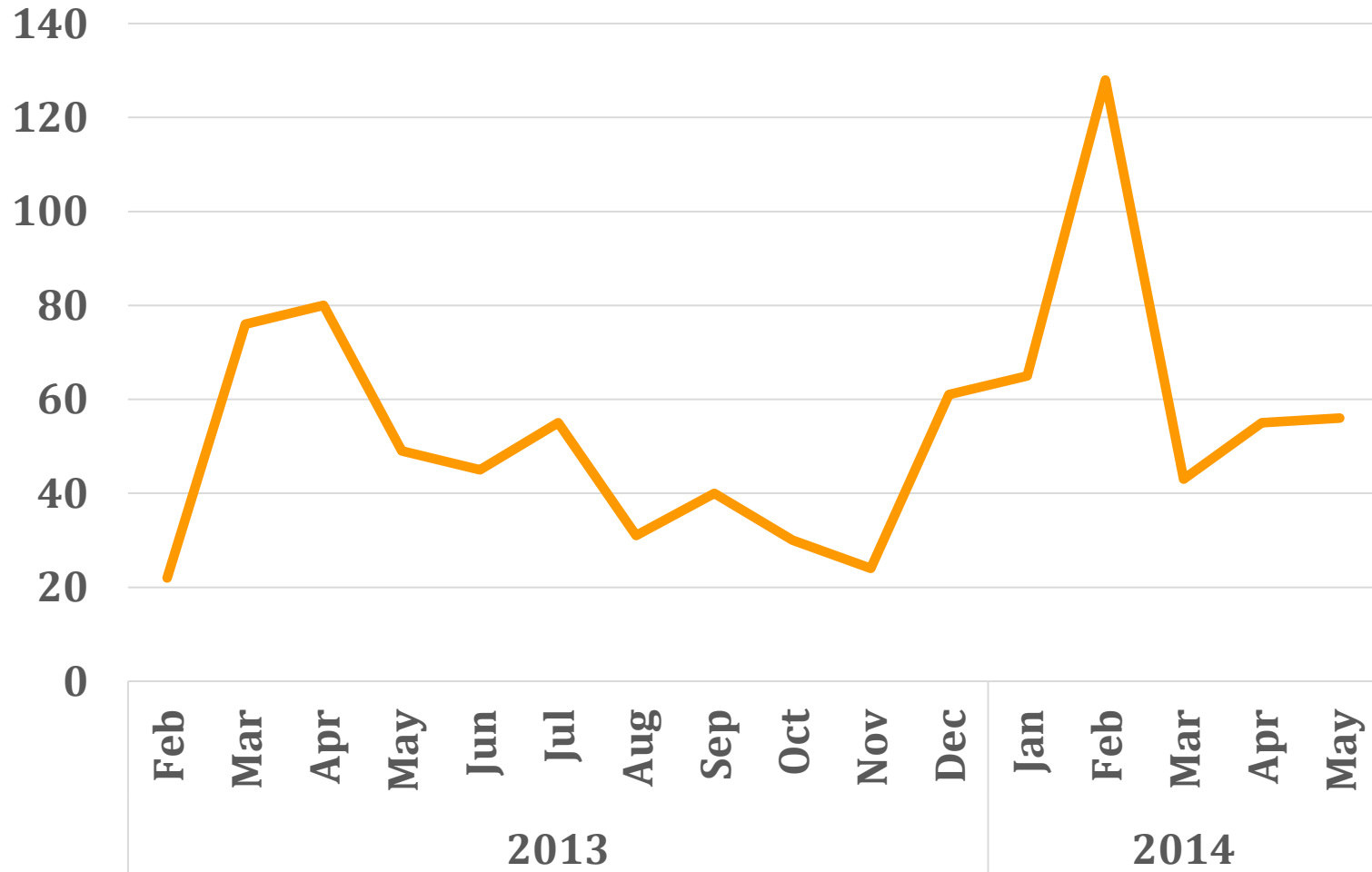


Geographic Distribution of 311 SRs

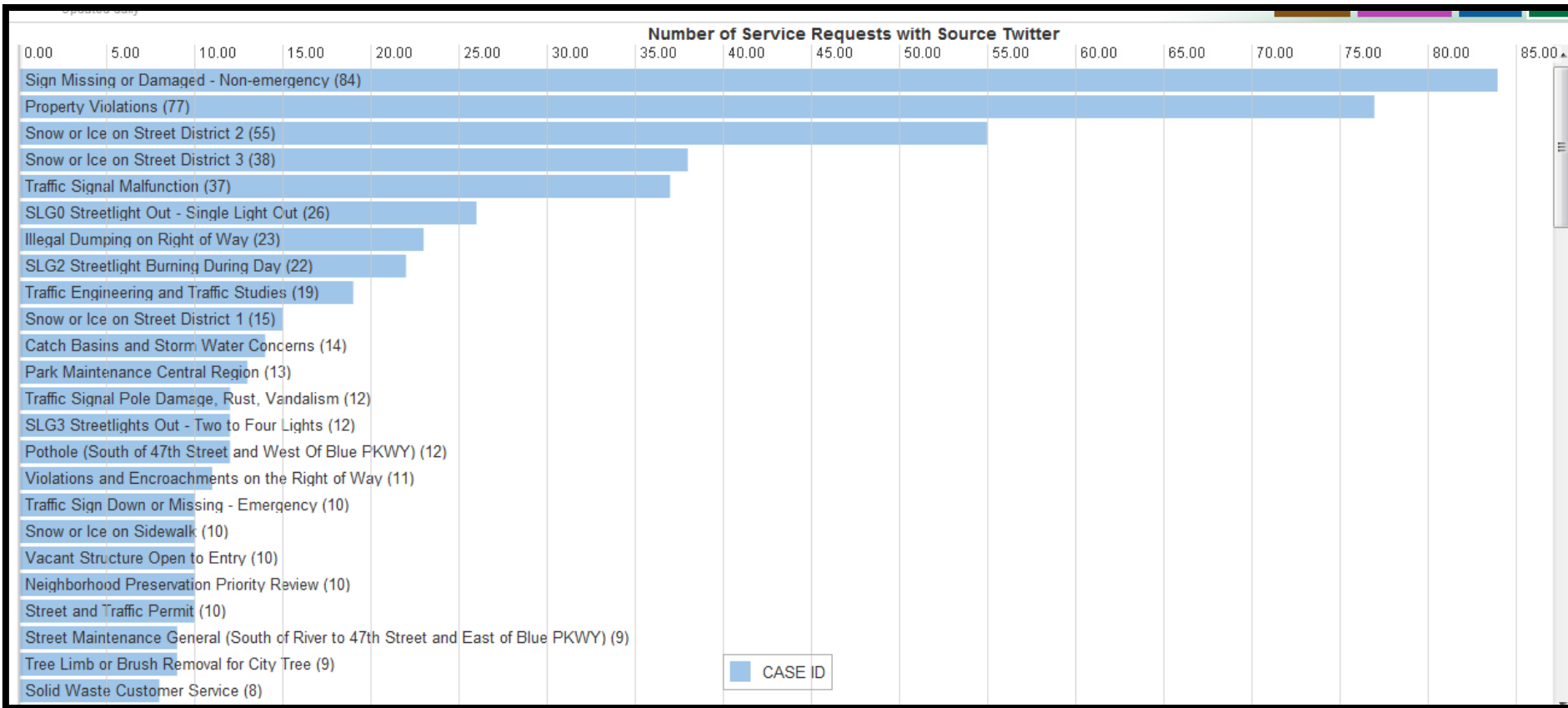
Highest % of SRs with Source Web

311 AND TWITTER

Service Requests via Twitter

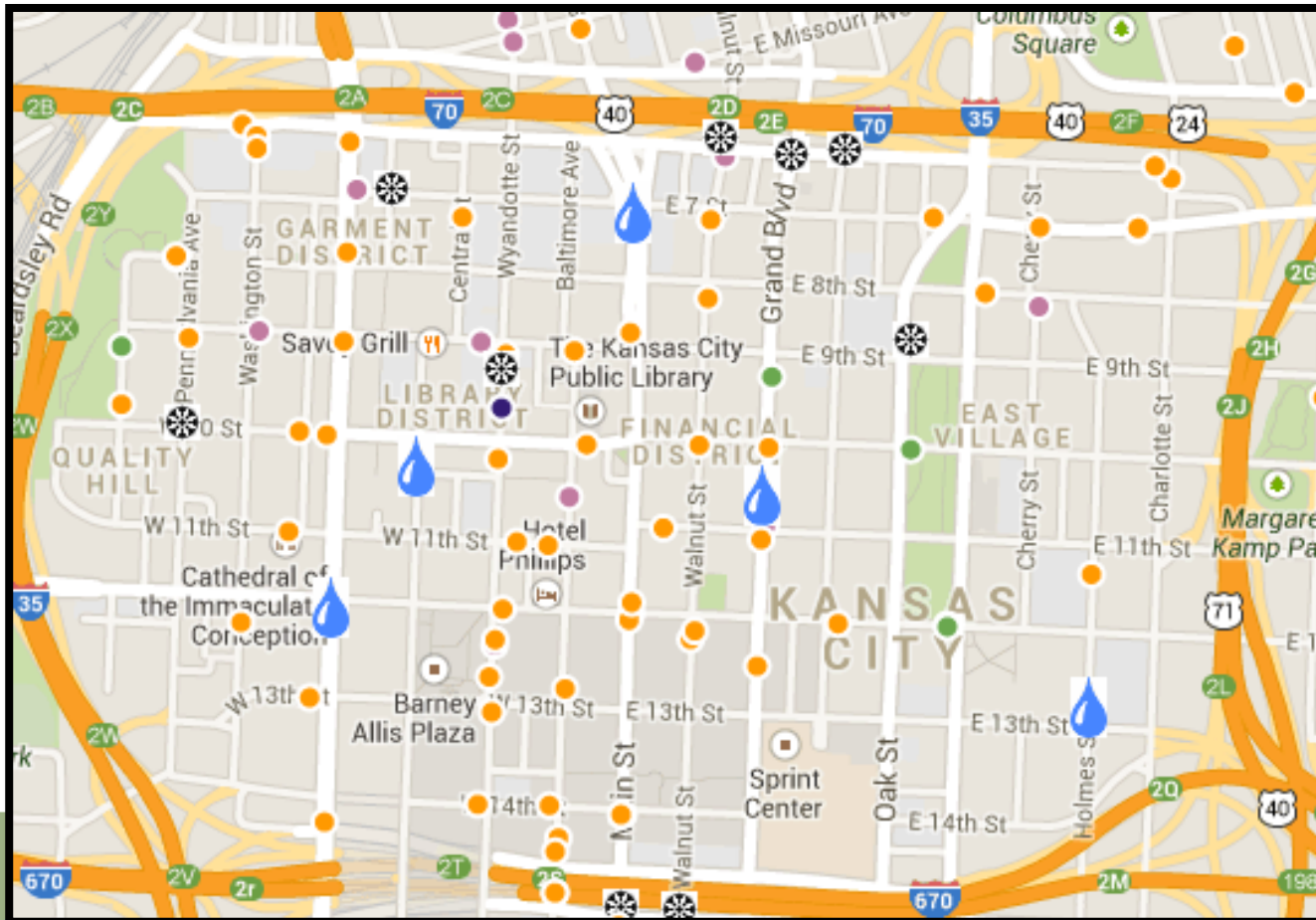


311 TWITTER ACTIVITY – WHAT’S GETTING TWEETED



<https://data.kcmo.org/311/311-Cases-via-Twitter-Request-Type-by-Case-ID-Coun/9vcb-qyis>


TWEET GEOGRAPHY – WHERE ARE THE TWEETS COMING FROM?



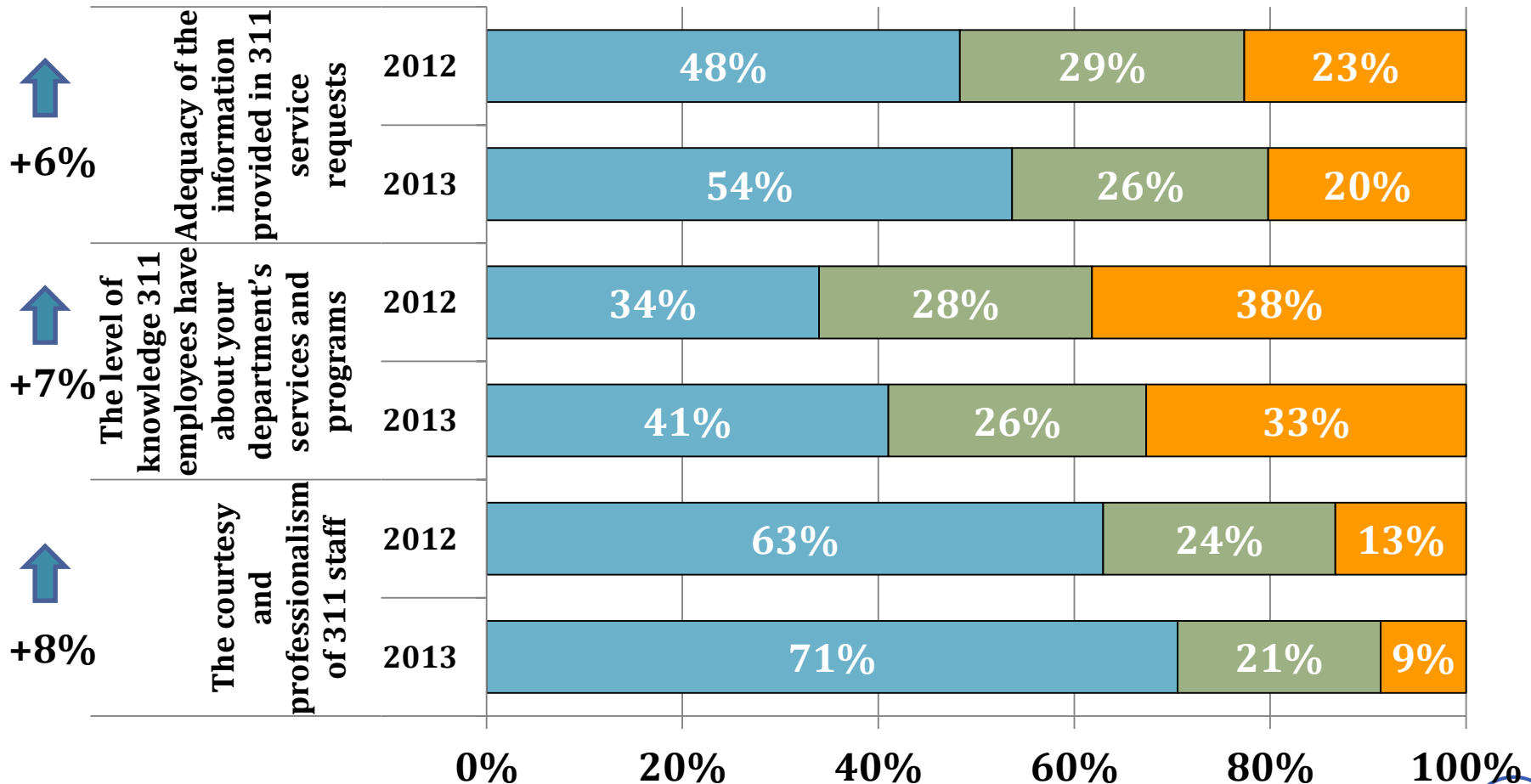
<https://data.kcmo.org/311/311-Requests-via-Twitter-Point-Map/wsn7-hb8a>

311 INTERNAL CUSTOMER SERVICE

EMPLOYEE SURVEY: PERCEPTIONS OF 311

 = Statistically significant increase in satisfaction

■ Satisfied/Very Satisfied ■ Neutral ■ Dissatisfied/Very Dissatisfied



Source: Employee Survey, FY14

CONTINUOUS IMPROVEMENT – FOCUS ON FREQUENT INTERNAL USERS

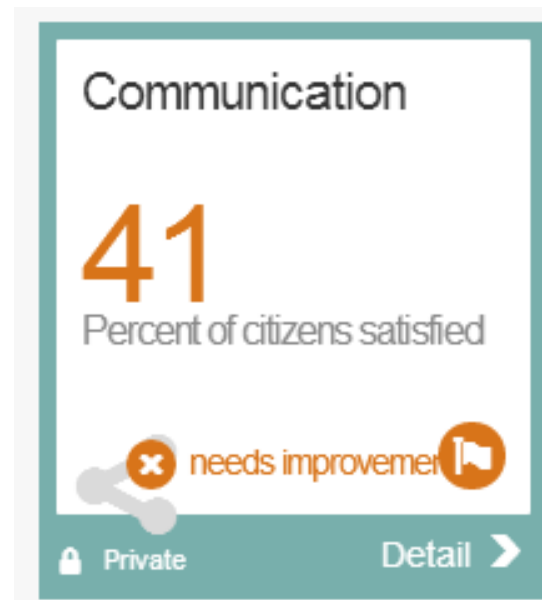


3 1 1 C A L L C E N T E R O P E N H O U S E

Learn about what we do and how we do it. This exciting event will include:

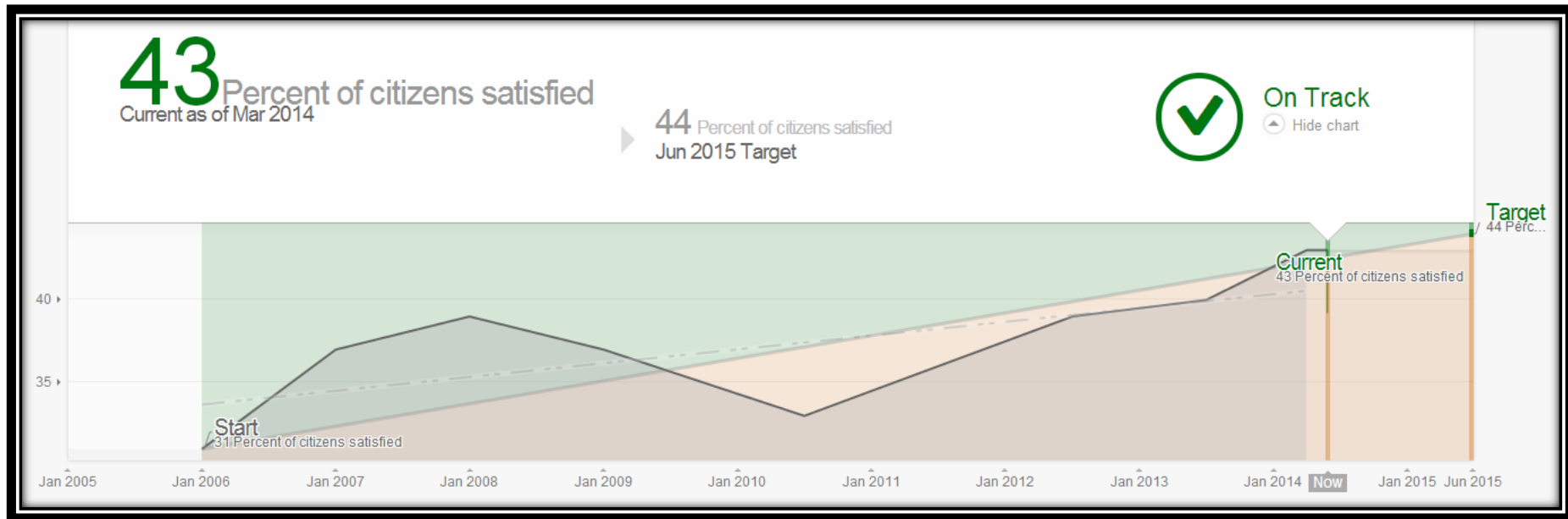
- ◊ Reviewing the history of 311
- ◊ Listening to recorded calls and live calls
- ◊ Learning about performance management

ENGAGE CITIZENS THROUGH COMMUNICATIONS

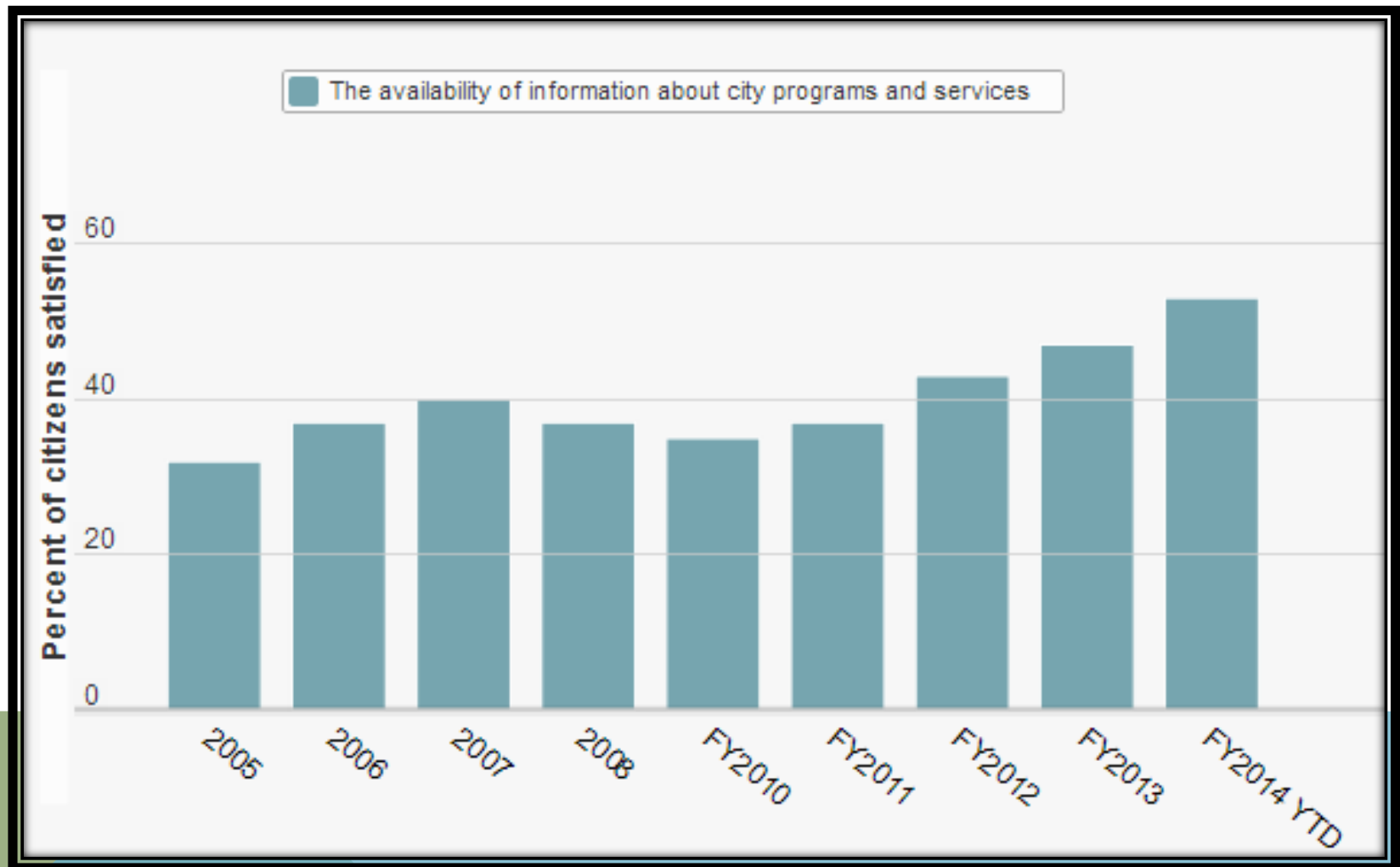


CITIZEN SATISFACTION WITH COMMUNICATION EFFORTS

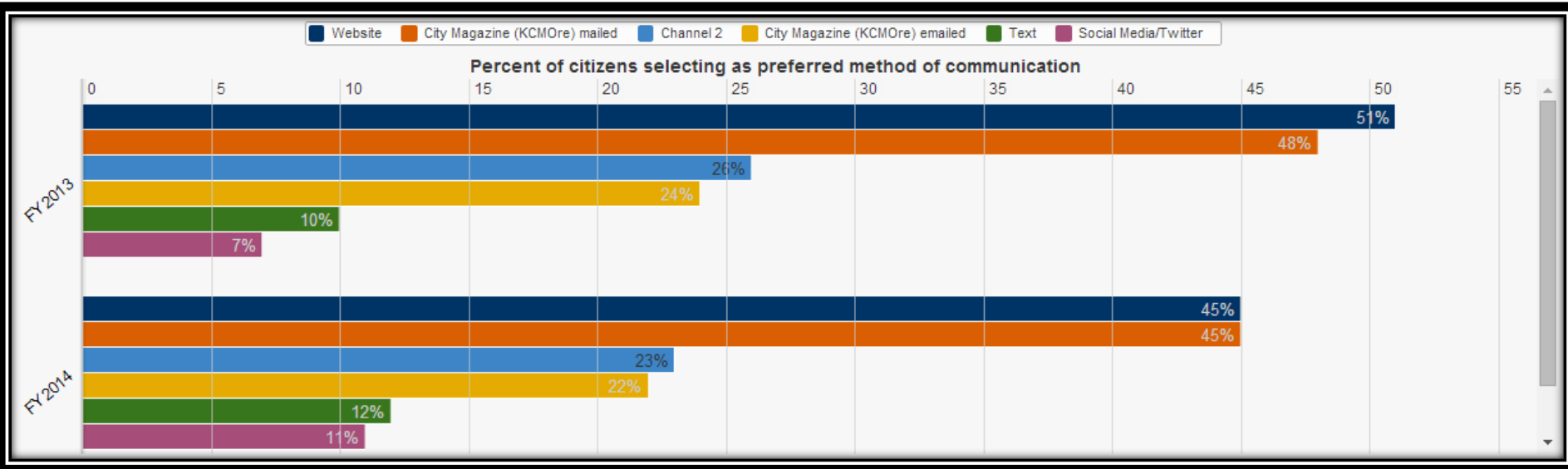
CITIZEN SATISFACTION WITH CITY'S EFFORT TO COMMUNICATE



CITIZEN SATISFACTION WITH AVAILABILITY OF INFO



HOW DO CITIZENS LIKE TO RECEIVE INFORMATION?

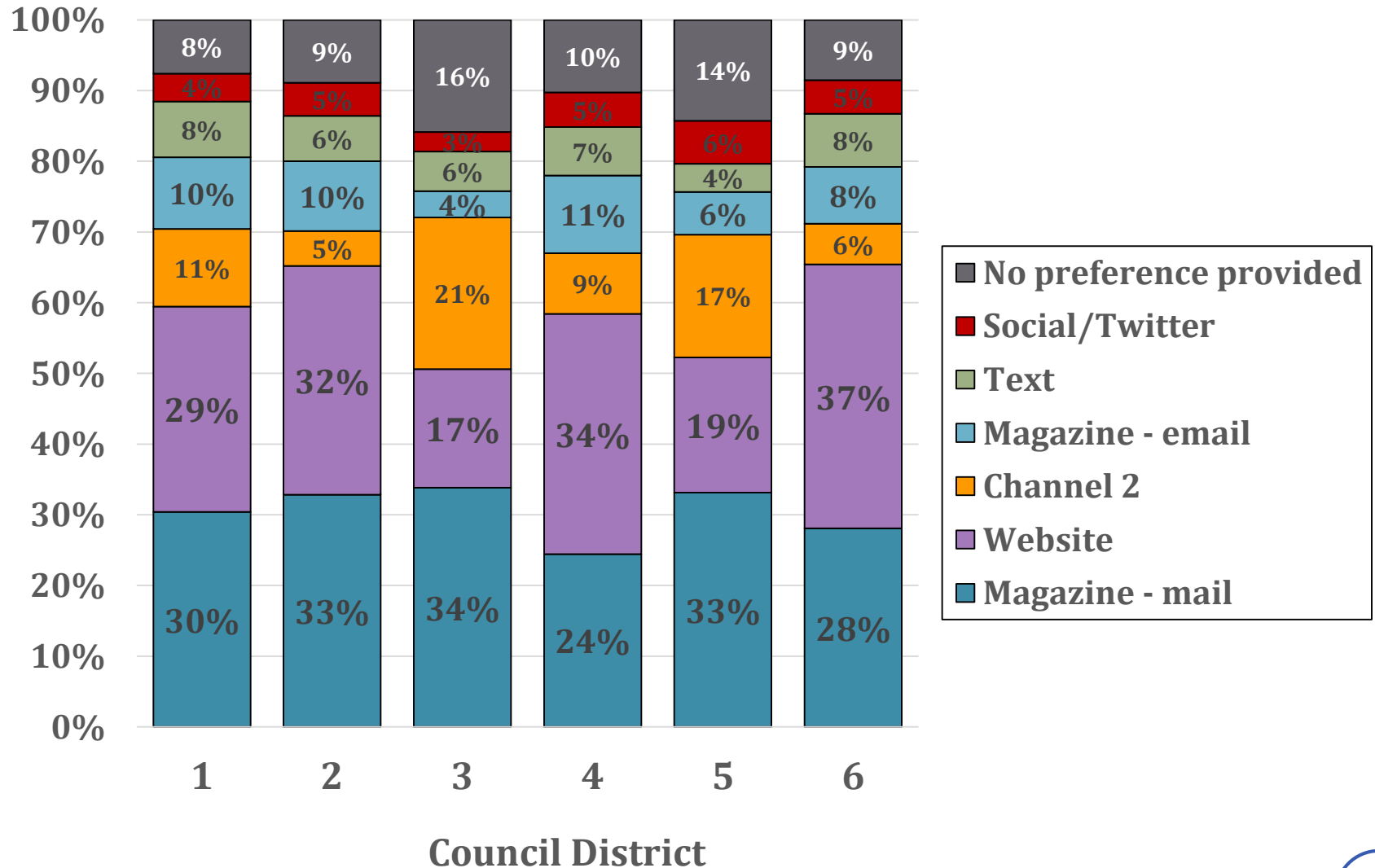


PREFERENCE FOR INFORMATION BY DEMOGRAPHICS

Boxes beneath each communication method show demographic groups that are more likely to select that method as their 1st preference for communication:

| Website | Magazine - Mail | Magazine - Email | Channel 2 | Text | Social Media/ Twitter |
|--|--|--|--|-----------------------|-----------------------------|
| 1 st /2 nd / 4 th /6 th District | Women | 1 st /2 nd / 4 th /6 th District | 3 rd /5 th District | >\$100K Income | \$0 to 100K Income |
| \$30K to \$100K Income | 1 st /2 nd / 3 rd /5 th District | \$60 to >\$100K Income | \$0-\$60K Income | | |
| 25-64 years old | \$0 to \$60K Income | 18-24 years old | 65 years or more | 18-34 years old | 18-24 years old |

1ST PREFERENCE FOR COMMUNICATION BY COUNCIL DISTRICT



CITY COMMUNICATIONS: OVERALL APPROACH AND STRATEGY

Transparent
& Timely

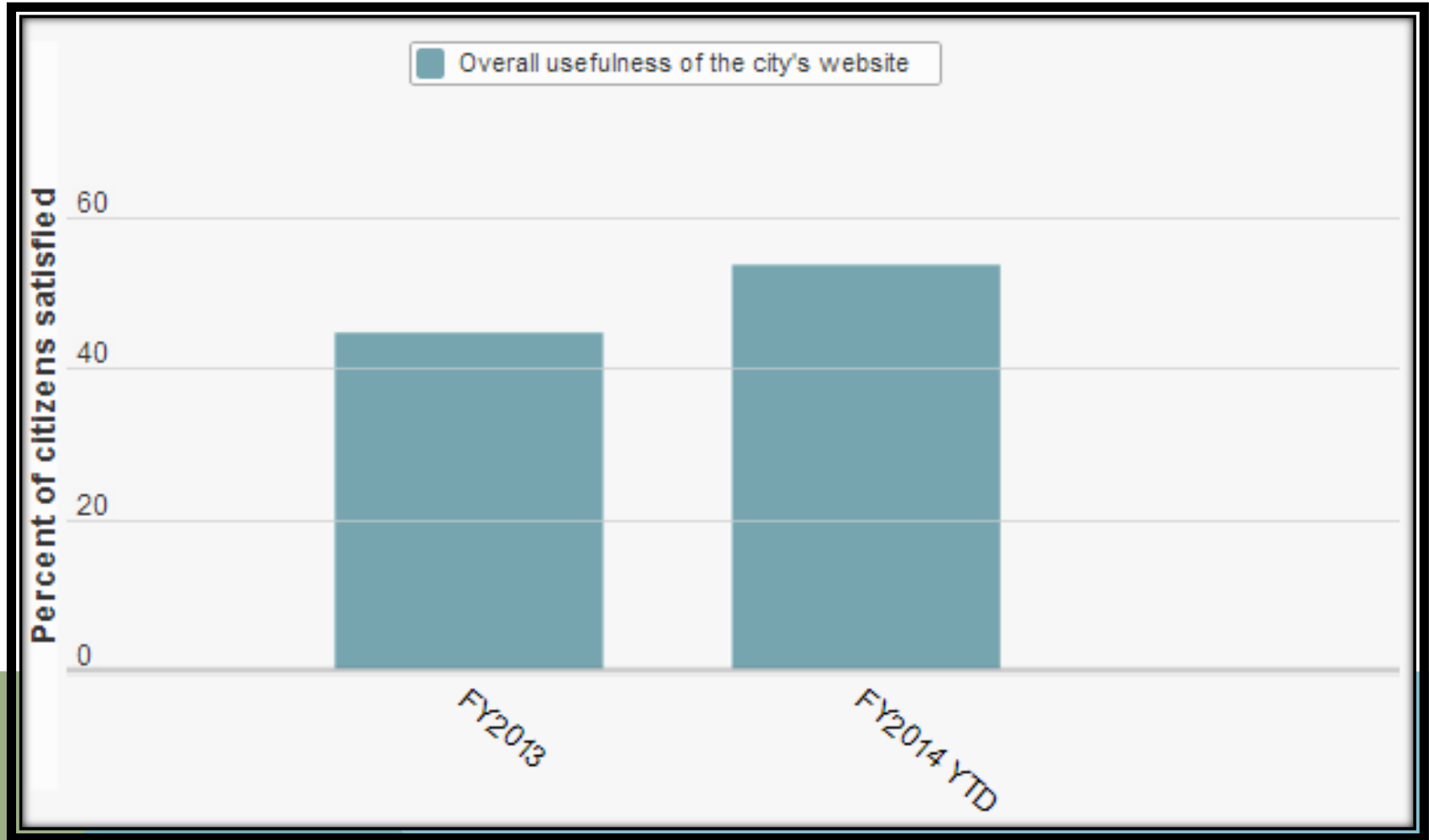
Tell Our Story

Strategic
Channels

Centralized
vs.
Decentralized

WEBSITE

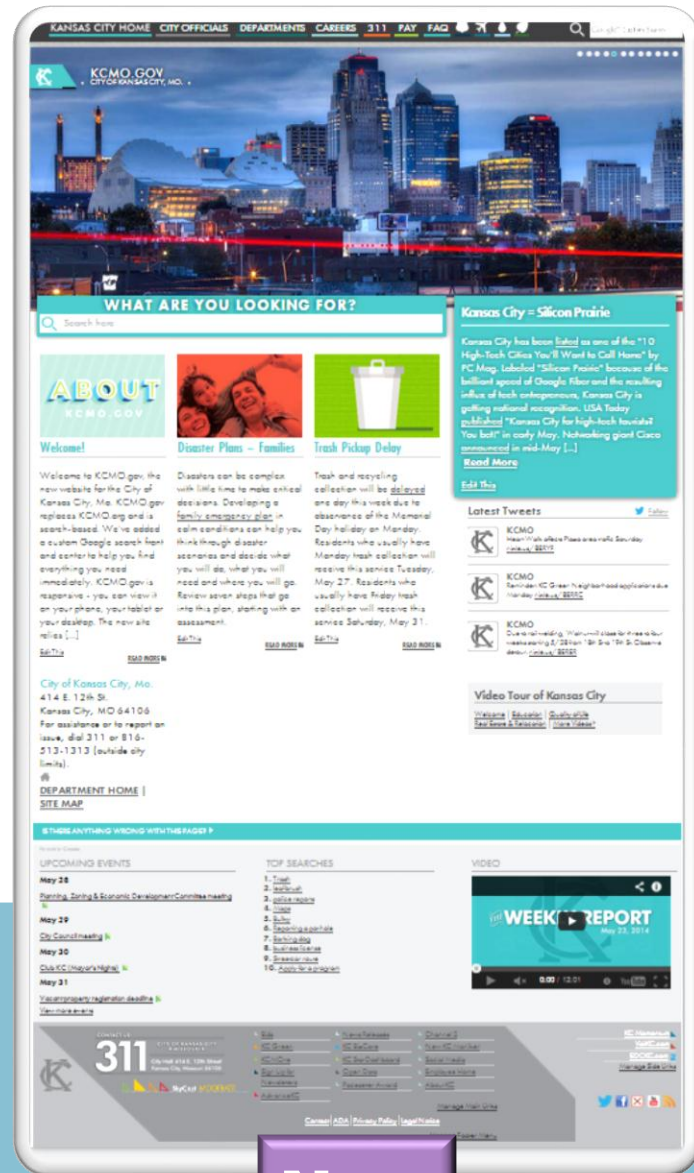
CITIZEN SATISFACTION WITH WEBSITE



WEBSITE REDESIGN

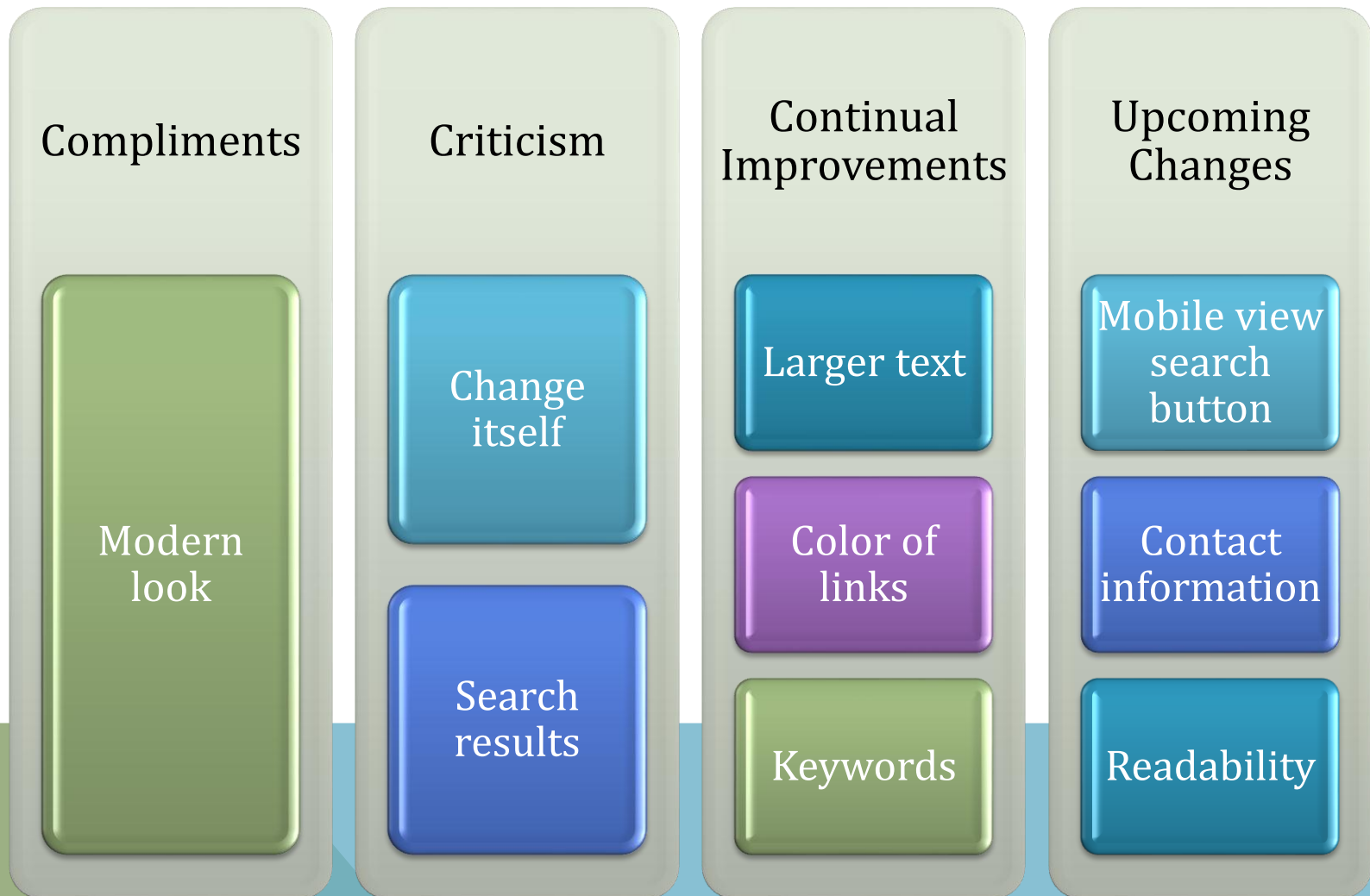


Then



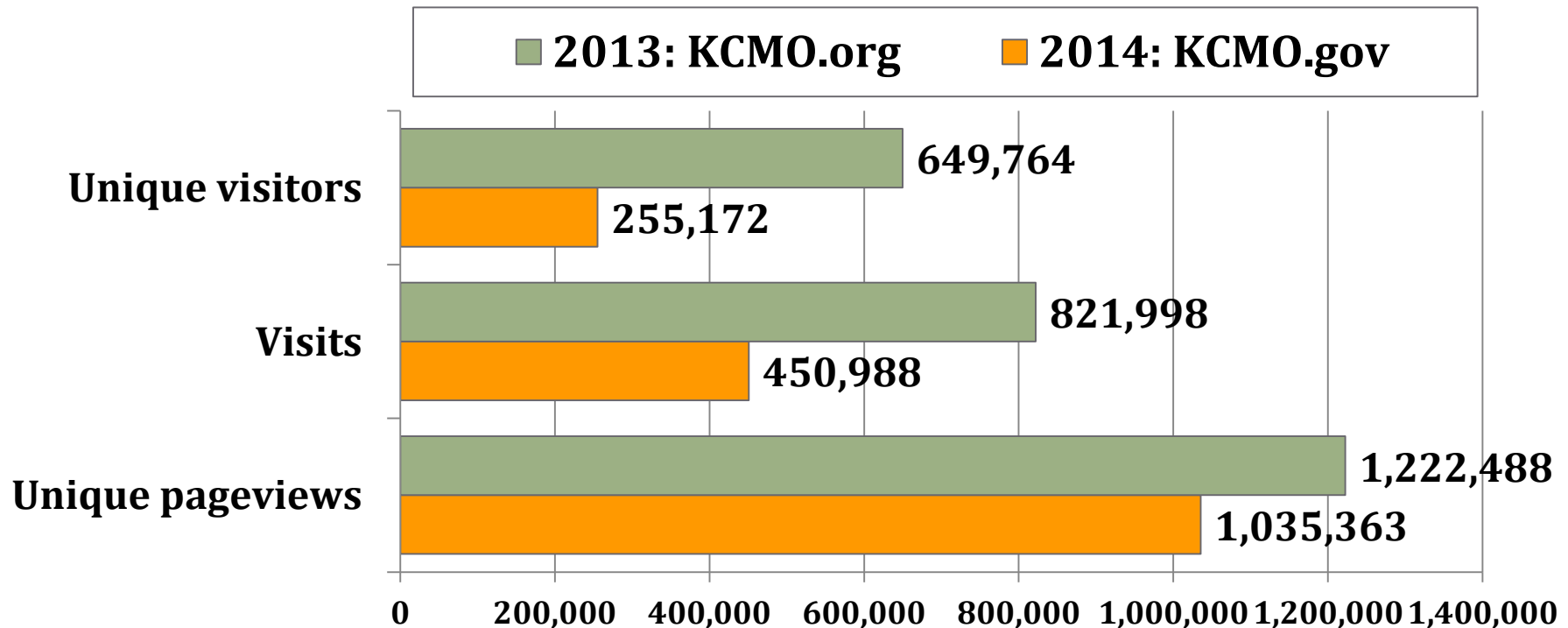
Now

FEEDBACK TO WEBSITE REDESIGN



WEBSITE VISITS

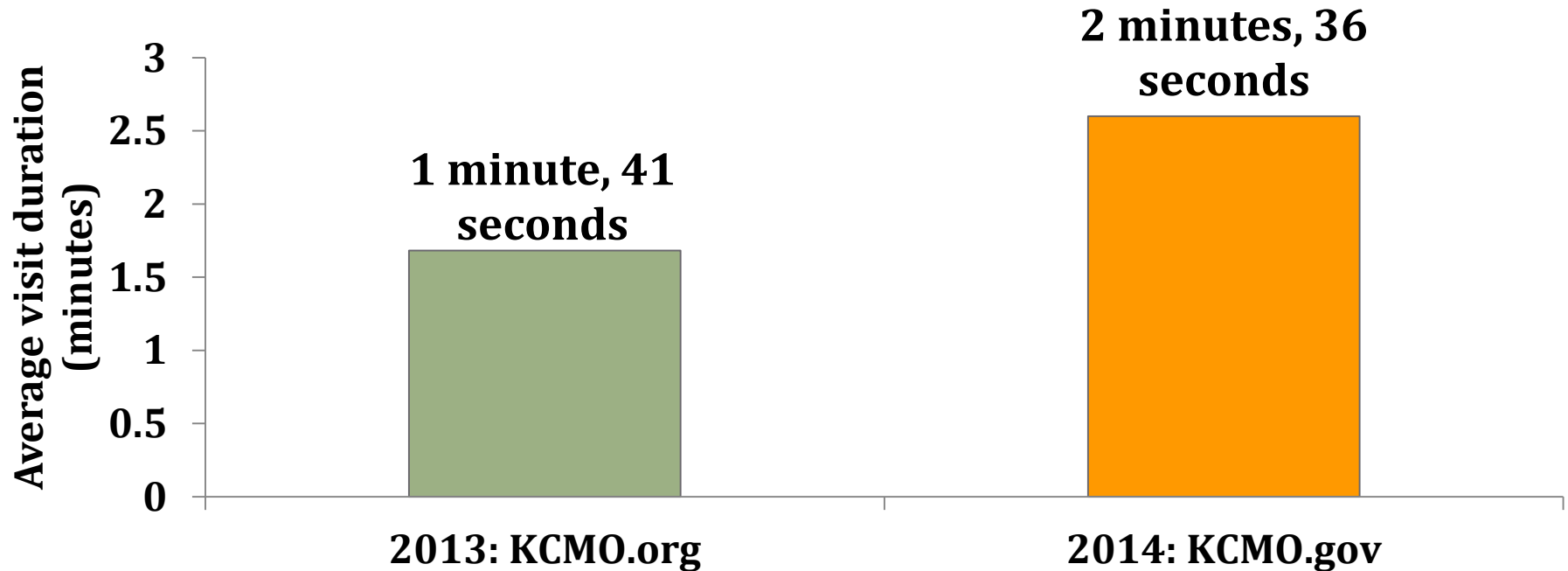
All Data is for March 1 through May 24



Open Data Catalog Pageviews per Day:
Pre-launch of kcmo.gov Post-launch of kcmo.gov
342 **1,039**

WEBSITE VISIT DURATION

Average visit duration for March 1 through May 24



TOP SEARCH TERMS ON KCMO.GOV

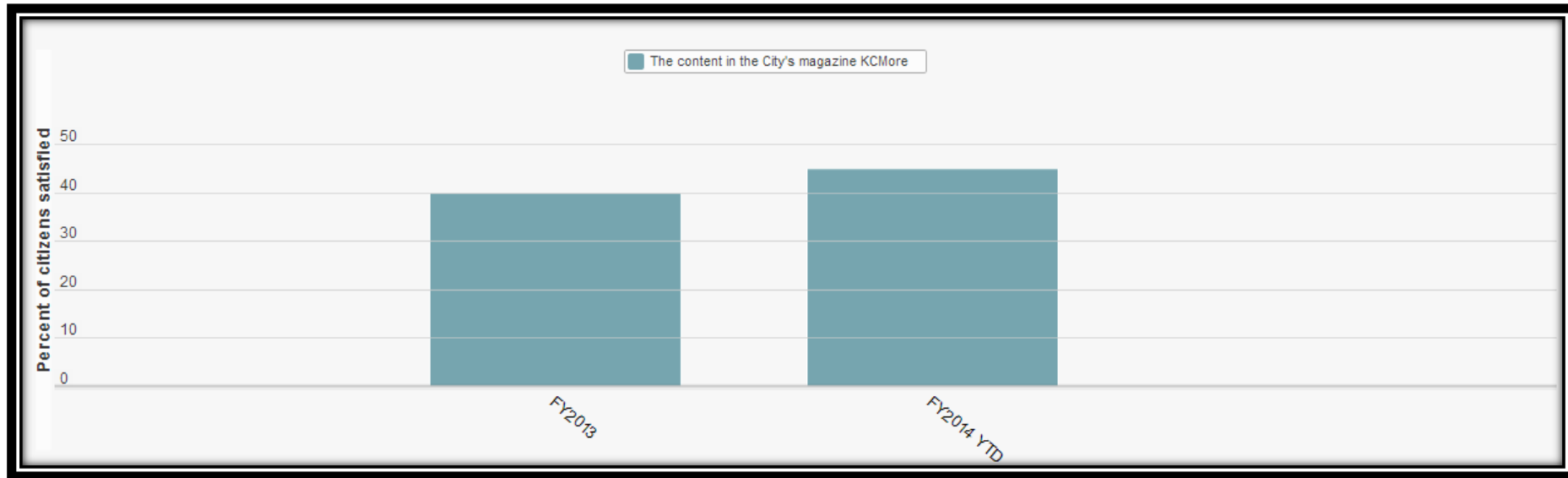
| Search Term | Total Unique Searches (Apr 16-May 27, 2014) |
|-------------------|--|
| trash | 2,789 |
| police reports | 1,630 |
| bulky | 1,508 |
| maps | 1,052 |
| tax information | 1,034 |
| academy | 720 |
| apply for program | 719 |
| barking dog | 607 |
| streetcar route | 358 |
| business license | 304 |

NEXT UP: INTRANET

- **What:** City Communications is currently working with Information Technology to update the myKC employee intranet site to a Wordpress platform
- **Why:** Content contributors will only need to know one system for both KCMO.gov and myKC. Wordpress also has more flexibility in organizing content.
- **When:** Goal is to launch the new myKC 2.0 by end of summer/early fall

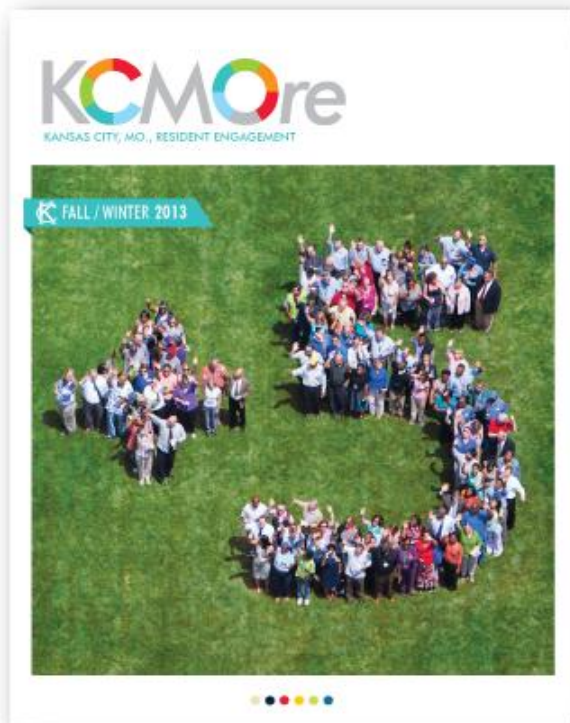
KCMORE

CITIZEN SATISFACTION WITH KCMORE



KCMORE

KANSAS CITY, MO. RESIDENT ENGAGEMENT MAGAZINE



FALL/WINTER 2013



SPRING/SUMMER 2014

EMPLOYEE
SPOTLIGHT

KEEPING CONNECTED WITH
DEVELOPMENT

**WANT TO OPEN A BUSINESS?
KC BIZCARE IS HERE TO HELP**

Doing your own boss and opening a small business is a common dream. For those who actually take the plunge, there's a place that helps make those dreams real. It's called the Kansas City Business Customer Service Center or KC BizCare for short.

Located downtown at 1118 Oak St., the center provides free resources: a business guide in English and Spanish, advice on permits and licenses, business-specific checklists and referrals to other City agencies, departments and partnering organizations. "The goal is to make it easier to do business in Kansas City," says John Pajor, KC BizCare manager.

Pajor, Sharon Kingsbury and Angelene Grady make up the KC BizCare team.

"I was shocked to find so much information. I had no idea Kansas City was so open to entrepreneurship," says Zach Moore, who discovered the center on the Internet and also was alerted there by his contractor. After scheduling an appointment to learn about opening a coffee shop this spring on the University of Missouri-Kansas City campus, Moore sat down with Pajor to discuss the permitting process, marketing and other details.

"He was able to point me exactly in the right direction," Moore says. He added that he "absolutely" will continue using the KC BizCare Center in the future as his plans progress. "In fact, I'll probably call tomorrow. I have a question about health codes."

Michael Smith's attorney referred him to the center last summer as he worked on details of starting an adult daycare, Helping Hands, in south Kansas City at 6610 Blue Ridge Blvd. In addition to the information staff provided on paperwork and loans, they also encouraged him to network with other small businesses to discuss marketing and overcoming common mistakes. "As a new, small family business, we didn't know all the paths to go down," he says. "It was a very good experience."

Albert and Sandra Williams received similar advice from staff when they opened a tavern last November called RJ's Palace at 8512 Prospect Ave. "They helped us out a whole lot," Williams says. "We were just down there last week asking more questions."

A decision to change careers and move back to Kansas City led Rita Higgins to contact KC BizCare from her home in Texas. She plans to start a small landscaping business here, eventually setting up a greenhouse and aquaponics system. "There's still so much I don't know," she says. "But the woman I talked to on the phone was just exceptional. I'm looking forward to meeting her."

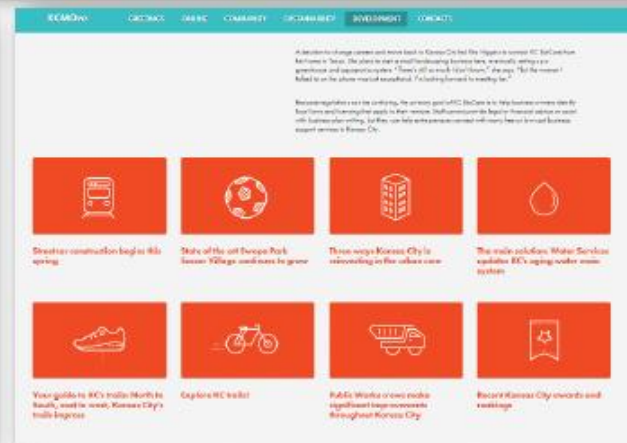
Because regulations can be confusing, the primary goal of KC BizCare is to help business owners identify local laws and licensing that apply to their venture. Staff cannot provide legal or financial advice or assist with business plan writing, but they can help entrepreneurs connect with many free or low-cost business support services in Kansas City.

KC BIZCARE STAFF

JOHN PAJOR
SHARON KINGSBURY & ANGELENE GRADY

20

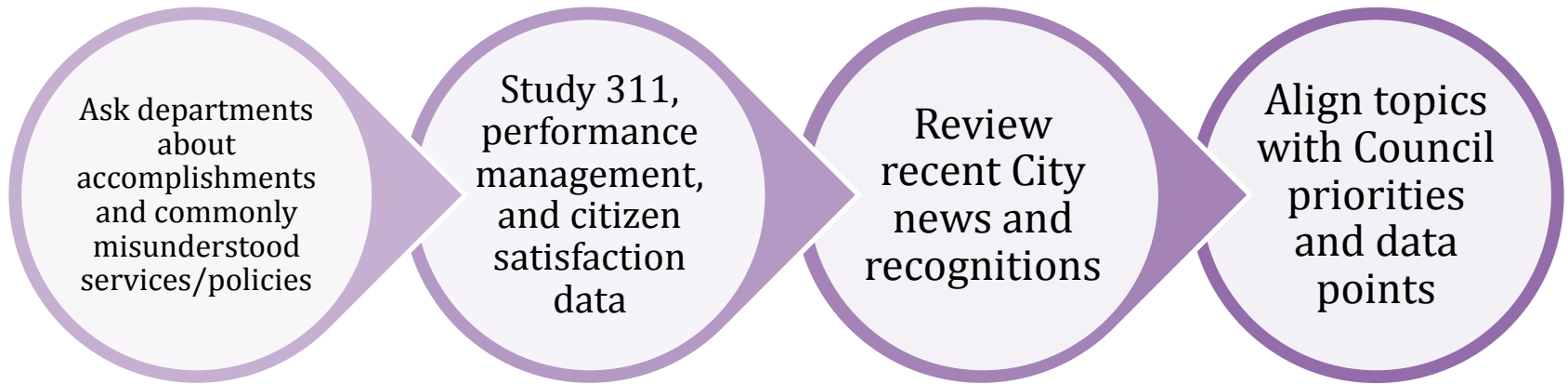
21



KCMORE MAGAZINE

KCMORE launched in 2011 to enhance strategic resident communication/engagement, featuring stories on City services and City innovations in technology, community resources, sustainability, public safety, and development

How topics are determined:



KCMORE DISTRIBUTION AND COST

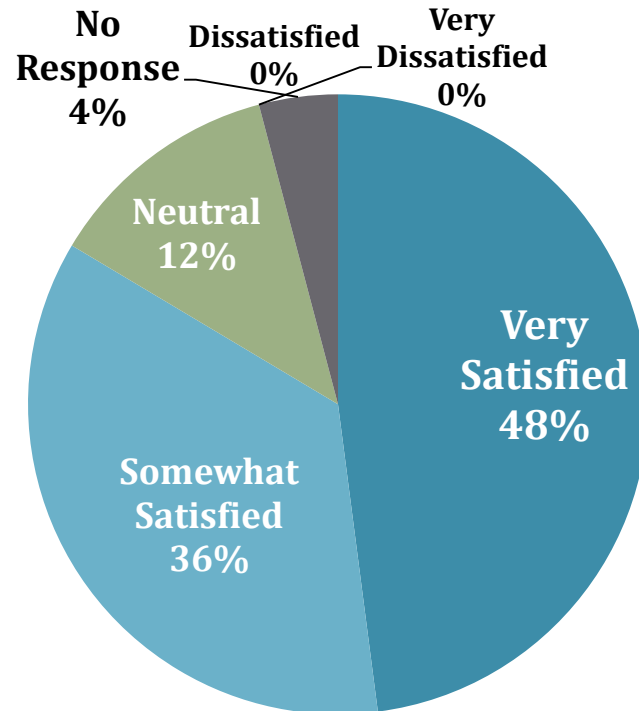
| Fiscal Year | | Number Mailed | Approximate Cost |
|--------------------|--------|----------------------|-------------------------|
| FY12 | Fall | 138,000 | \$111,500 |
| | Spring | 138,000 | \$71,000 |
| FY13 | Fall | 310,000 | \$109,000* |
| | Spring | Online only | -- |
| FY14 | Fall | 100,000** | \$50,000 |
| | Spring | <500/Online | \$6,500 |

*** In FY13, began using direct mail vendor to reduce postage costs**

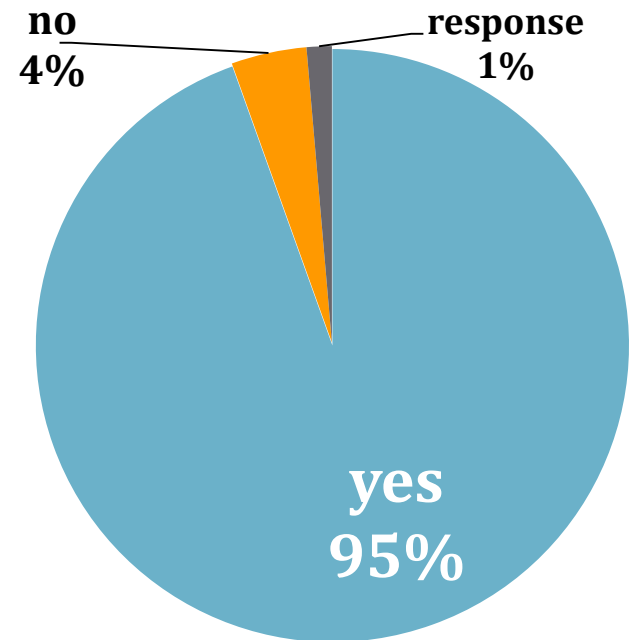
**** In FY14, used citizen survey data to send to specific zipcodes that preferred magazines via mail**

KCMORE USER SURVEY (2012)

How satisfied were you with the articles in KCMORE magazine?



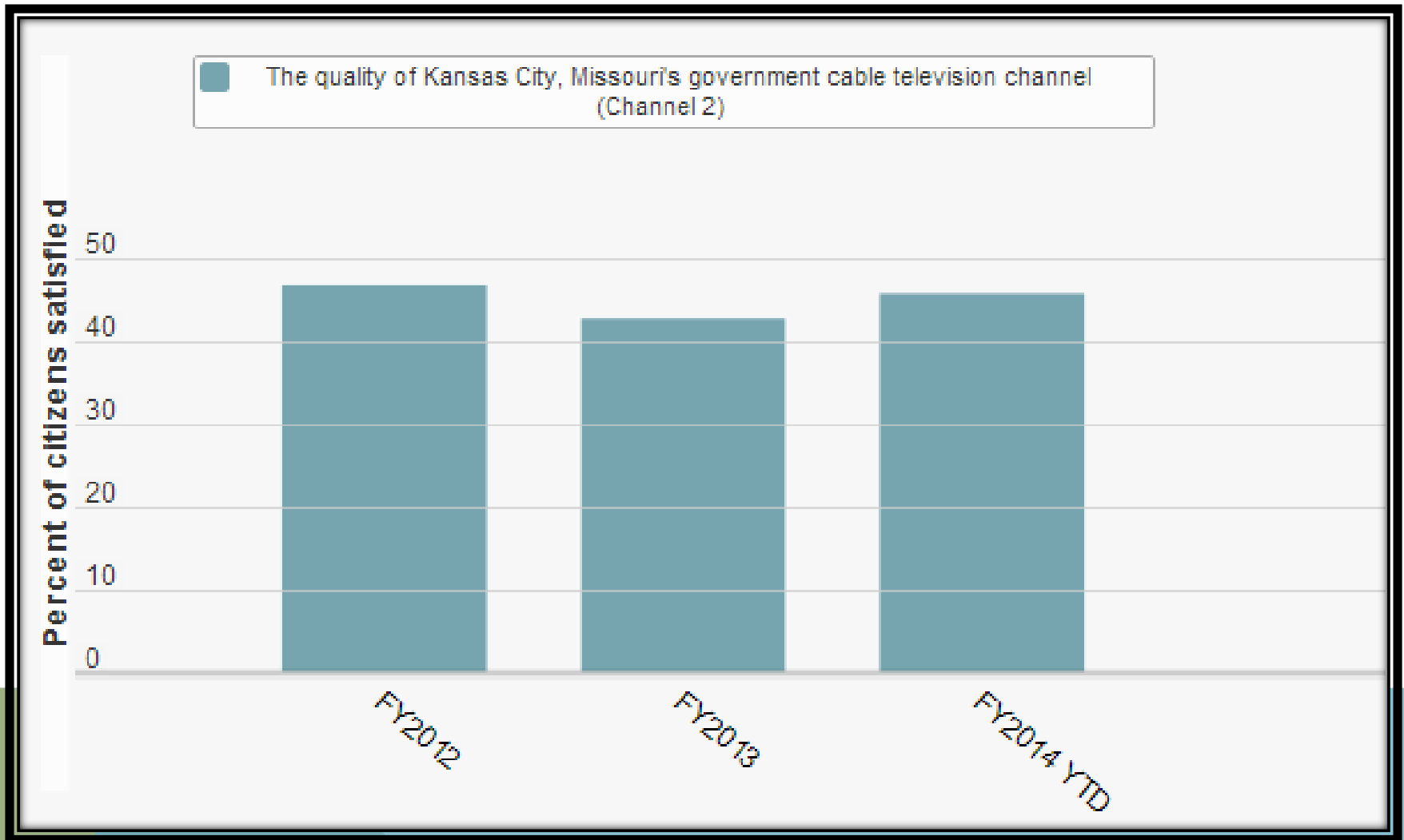
Did the articles in KCMORE Magazine provide information that you have not seen covered in local news media?



Of survey respondents, 52% preferred the magazine in print and 48% online

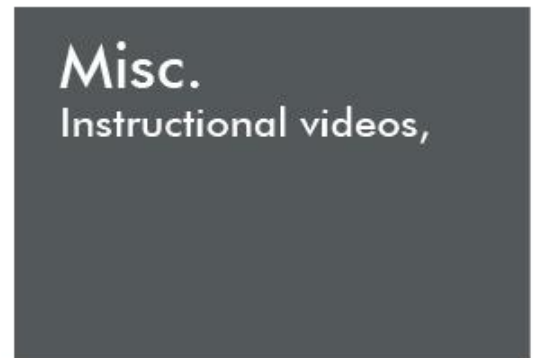
CHANNEL 2

CITIZEN SATISFACTION WITH CHANNEL 2





LIVE PROGRAMMING



WHERE IS CHANNEL 2?

Time Warner:
98.2

AT&T U-verse:
Search for
“government
access”

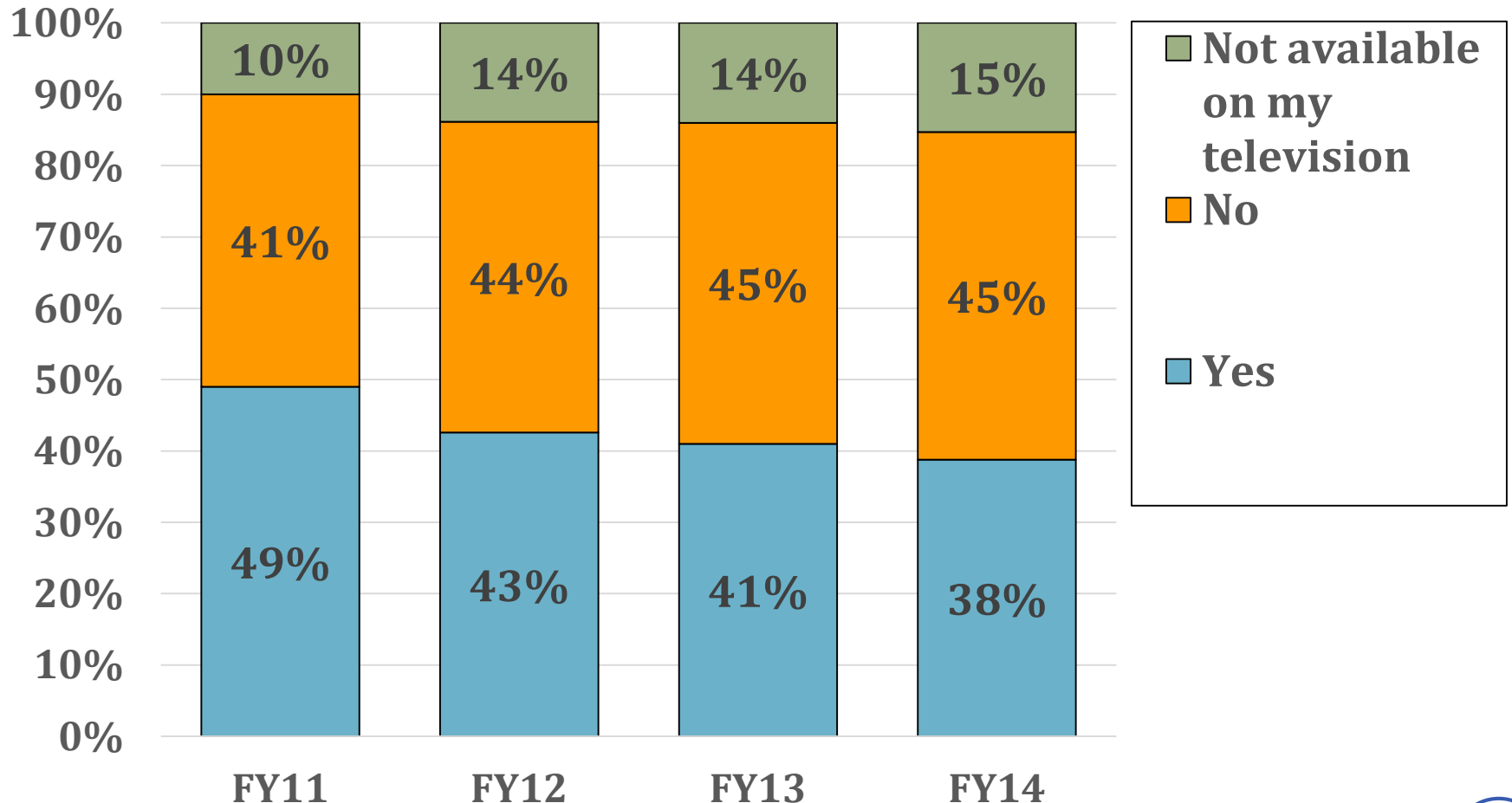
Google Fiber:
142

KCMO.gov:
Online live-
streaming and
video on demand

YouTube:
All original content

CHANNEL 2 ACCESS

Have any members of your household watched Channel 2, KCMO's government cable television channel, in the last year?



CITY OF KCMO YOUTUBE CHANNEL

Total Views

- More than 29,000

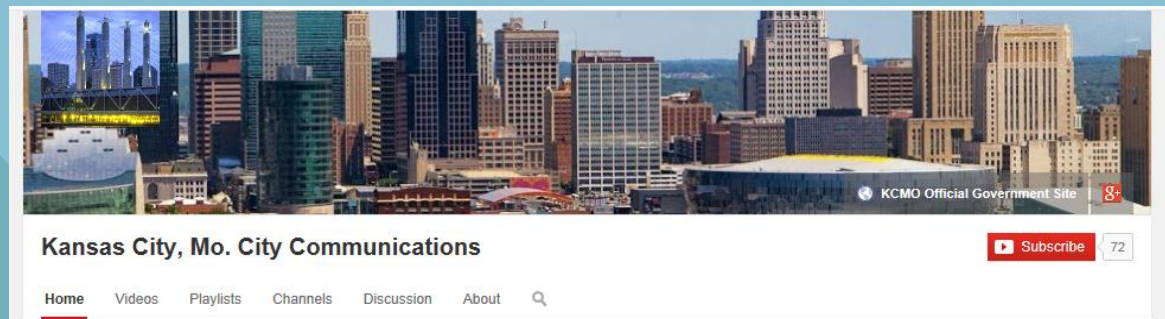
Most Viewed
Videos

- New KC Brand
- Weekly Report
- Snow Policy
- Adding the new KC Brand to your email signature (Employees)

New Content
Each Week

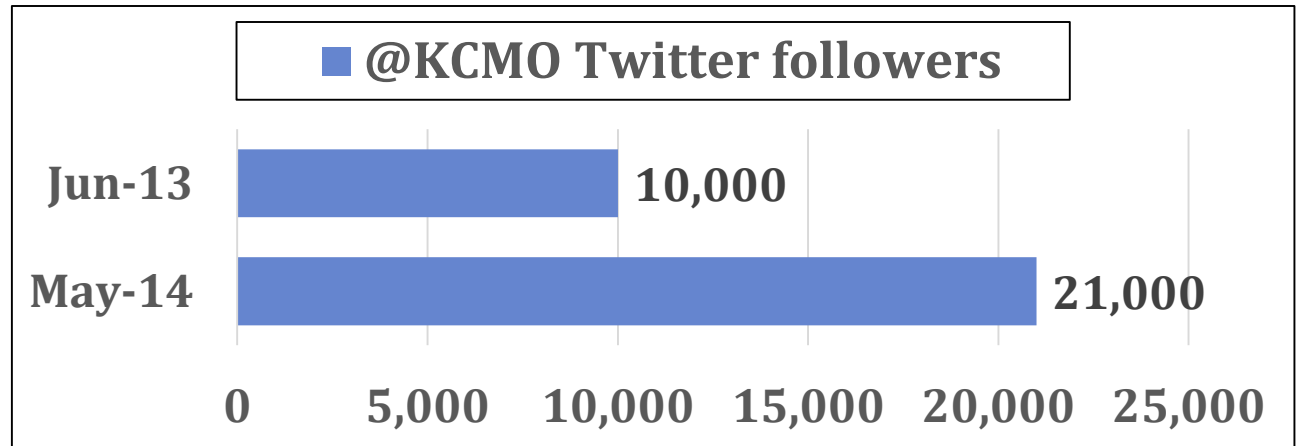
- Weekly Report
- FYI KC
- Special Features

<http://www.youtube.com/user/KCMOCCO>



SOCIAL MEDIA

KCMO ON TWITTER



@kcmo

@kcmo311

@kcmowater

@kcpolice

@kciairport

@kcmooem

@kcbizcare

@aim4peace

@KCMOParks

@CityofKCMOJobs

@energyworksKC

@KCMOPlanning

@KCMOConvention

@kcmohealthdept

@mayorsnightskc

@kcmomanager

@MayorSlyJames

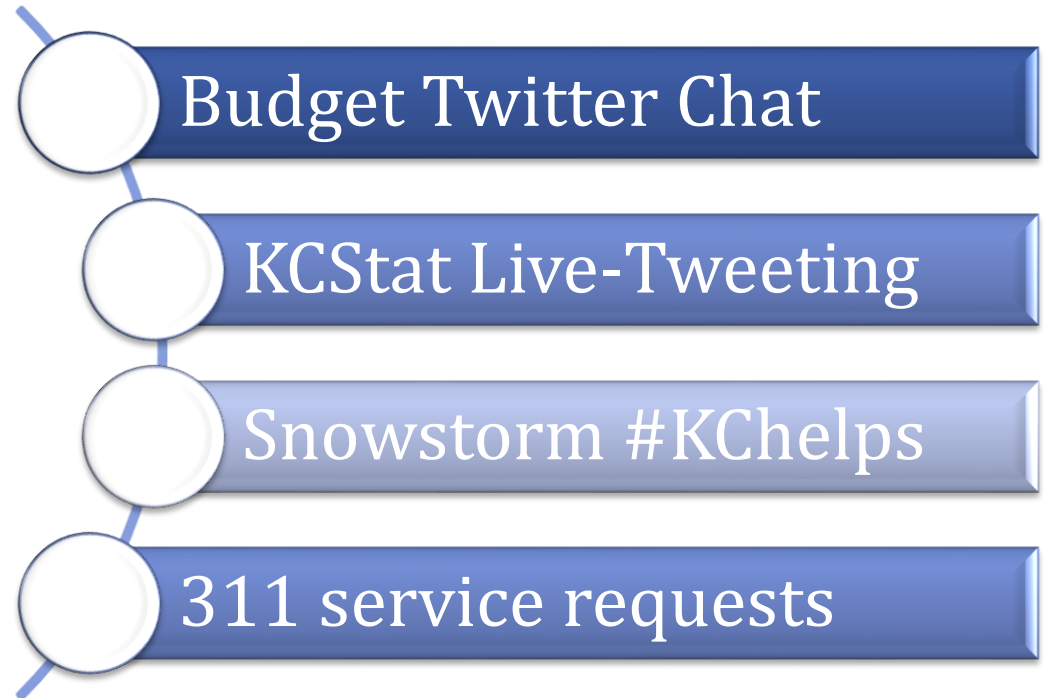
@KC1stDistrict

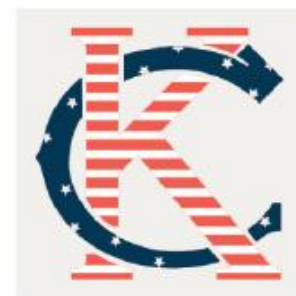
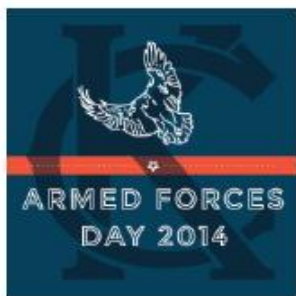
@cindycirco

@ChiefForte

@KCMOFireChief

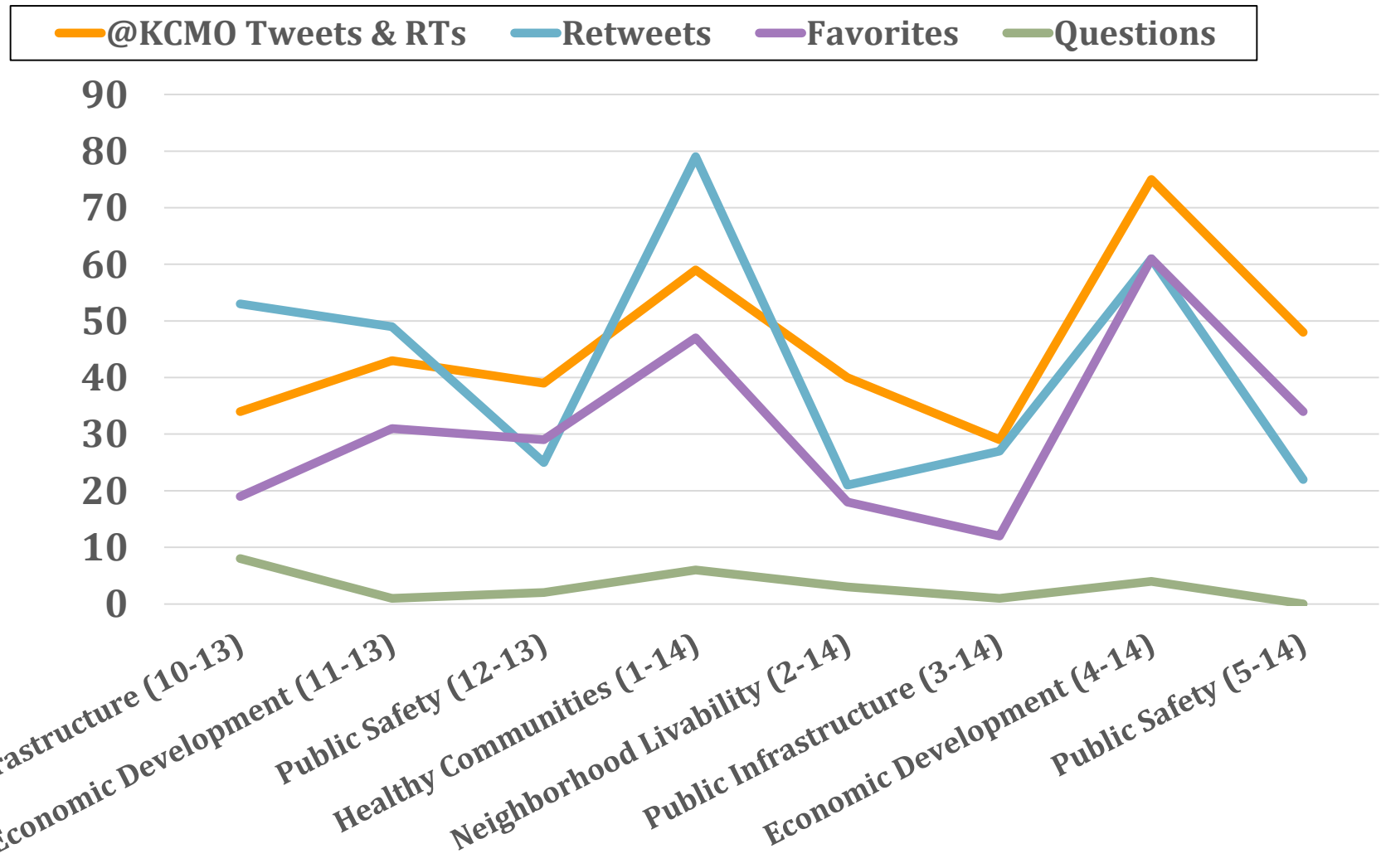
SOCIAL MEDIA ENGAGEMENT STRATEGIES





FEATURE FRIDAY AVATARS

KCSTAT LIVE-TWEETING



OTHER COMMUNICATIONS EFFORTS

PROGRAM IDENTITY



you might reach someone's garden at a loss, starting with the responsibility for your seed.

If you apply for funds to help you start your garden, you will be asked to provide a plan for how you will use the funds. This plan will be reviewed by the KCGrow team. If you are not awarded, you may apply again the next year.

When can you apply for funds?

If your Small Grant request is received by 10:00 AM, you will be asked to provide a plan for how you will use the funds. This plan will be reviewed by the KCGrow team. If you are not awarded, you may apply again the next year.

What can you do with your funds?

- If you are awarded a grant, you can use it to purchase seeds, soil, and other supplies for your garden.
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What is KCGrow?

KCGrow is a 501(c)(3) non-profit organization that provides water access to underserved communities. We are currently accepting applications for our Small Grant program. This program provides community gardens and water access to underserved communities. We are currently accepting applications for our Small Grant program. This program provides community gardens and water access to underserved communities.

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YOU CAN MAKE A REAL DIFFERENCE in the lives of Kansas City's youth. Here's how:

BE A SPONSOR | Sponsors are the heart of the KAFÉ summer meal program. Sponsors are responsible for the operation of summer meal sites and ensure access to meals. Learn more about meal planning, food handling and food service.

BE A REAL SITE | Meal sites are where the magic happens. Sponsors, volunteers and staff work together to provide fresh, nutritious meals that are appealing to children. Learn more about the program, how to develop a strong relationship with the sponsor, and how to succeed.

BE A VOLUNTEER | Food and nutrition matter. Volunteering at KAFÉ is a great way to give back to your community. Learn more about the program, how to develop a strong relationship with the sponsor, and how to succeed.

JOIN US!

KIDS AREA FEEDING EVENT

Help feed Kansas City's youth this summer. Learn how at the KAFÉ Summit. Friday, March 31, 9 a.m. to 3 p.m. Southwest Community Center 4331 S. 13th St.

FOR MORE INFORMATION, CONTACT:

Courtney Dean-Wright, 816-613-6600
Or email: kafe@kcgrow.org

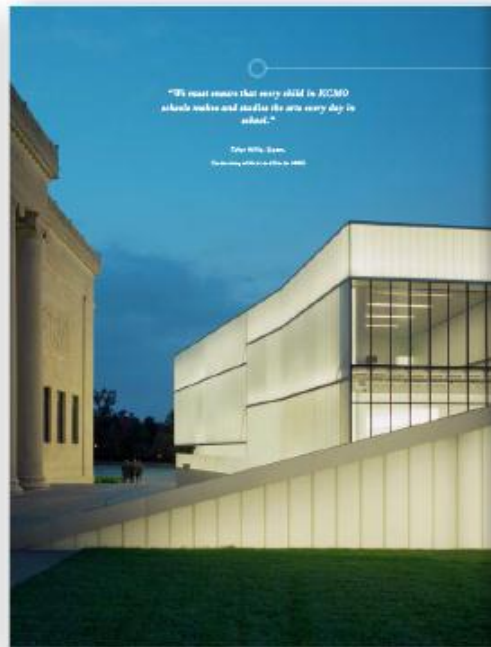
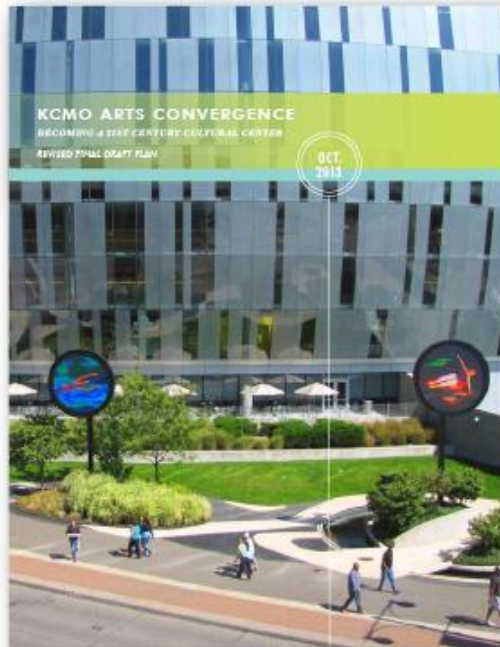
OUR NEW SPONSOR TOOL is online, efficient, easy to use, and will help you manage your KAFÉ program. It's a great way to manage your KAFÉ program. It's a great way to manage your KAFÉ program. It's a great way to manage your KAFÉ program.

WE'VE RECENTLY ADDED a new feature to our KAFÉ program. It's a great way to manage your KAFÉ program. It's a great way to manage your KAFÉ program. It's a great way to manage your KAFÉ program.

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KCGROW WATER ACCESS PROGRAM & KAFÉ



EXECUTIVE SUMMARY

KANSAS CITY, MISSOURI'S CULTURAL MONUMENT

Arts and culture in Kansas City, MO are at a defining moment. There is a convergence of reality in the reality of the city. Faced by an influx of artists and built on a cultural past of investment in downtown, the city is now planning a renaissance of new artists, ideas, and innovation, expansion of the existing economy and a redefining of the city's identity of arts and culture in the community. KCMO Arts Convergence is a new organization, effort to design and manage this cultural renaissance and to build the city's reputation in becoming a national cultural center. It is a comprehensive master plan for the City of Kansas City, MO, the public and private sectors to help artists in the city to be successful and to be successful.

The City is at a pivotal juncture in the cultural development and the plan focuses on the public and the municipality. In the future, the development of the cultural city of the City, KCMO Arts Convergence is a result of community leaders who recognize that the City government and the community are now in a position to make a major statement in cultural development. They intend to pursue the cultural plan for the next ten years for the next ten years. The city and the city's cultural economy are becoming a regional leader and the city is a world class city of both. The city is also home to more than 100 of all arts and culture organizations in the region and it is where 70% of the residents and workers from the metropolitan area participate in arts and culture. Recent public investment in cultural facilities in the

city has more than \$1 billion, including the opening of the Kauffman Center for the Performing Arts and the Todd Alexander Center for Dance and Creativity. The Community Arts Center and 100 and 100 new artists are now in the city. The city is now planning a renaissance of new artists, ideas, and innovation, expansion of the existing economy and a redefining of the city's identity of arts and culture in the community. KCMO Arts Convergence is a new organization, effort to design and manage this cultural renaissance and to build the city's reputation in becoming a national cultural center. It is a comprehensive master plan for the City of Kansas City, MO, the public and private sectors to help artists in the city to be successful and to be successful.

The city has an extraordinary history in arts, design and culture, and it has created the most in a city in the city throughout the community. The city and the public and private sectors are now planning a renaissance of new artists, ideas, and innovation, expansion of the existing economy and a redefining of the city's identity of arts and culture in the community. KCMO Arts Convergence is a new organization, effort to design and manage this cultural renaissance and to build the city's reputation in becoming a national cultural center. It is a comprehensive master plan for the City of Kansas City, MO, the public and private sectors to help artists in the city to be successful and to be successful.

CITIZEN ENGAGEMENT

WWW.KCMO.ORG/HIGH5

KC RESIDENTS THINK OUR CITY IS

AWESOME

W PAST PUMP!

+5% | **75%**

THIS YEAR, WE HAD A 5% INCREASE IN OUR CITIZENS RATING KC AS A GOOD OR EXCELLENT PLACE TO LIVE.

THIS 5% INCREASE MEANS THAT 75% OF THE PEOPLE IN KC THINK OUR CITY IS AWESOME. SO COOL!

OH, SO THAT'S WHAT 75% OF 100 PEOPLE LOOKS LIKE! OH, SNAP!

HIGH-5s FOR +5%

THANKS FOR ALL YOUR HARD WORK!

IT'S GREAT EMPLOYEES LIKE YOU WHO MAKE GREAT THINGS HAPPEN.

Greg M. Schultz
City Manager Greg M. Schultz

Mayor Sly James
Mayor Sly James

CLICK ON THE IMAGE TO VISIT THE SITE

employee email and poster

+5%

A 5% INCREASE THIS YEAR ALONE IN OUR CITIZENS RATING KC AS A GOOD OR EXCELLENT PLACE TO LIVE.

THAT'S A PRETTY

BIG

DEAL

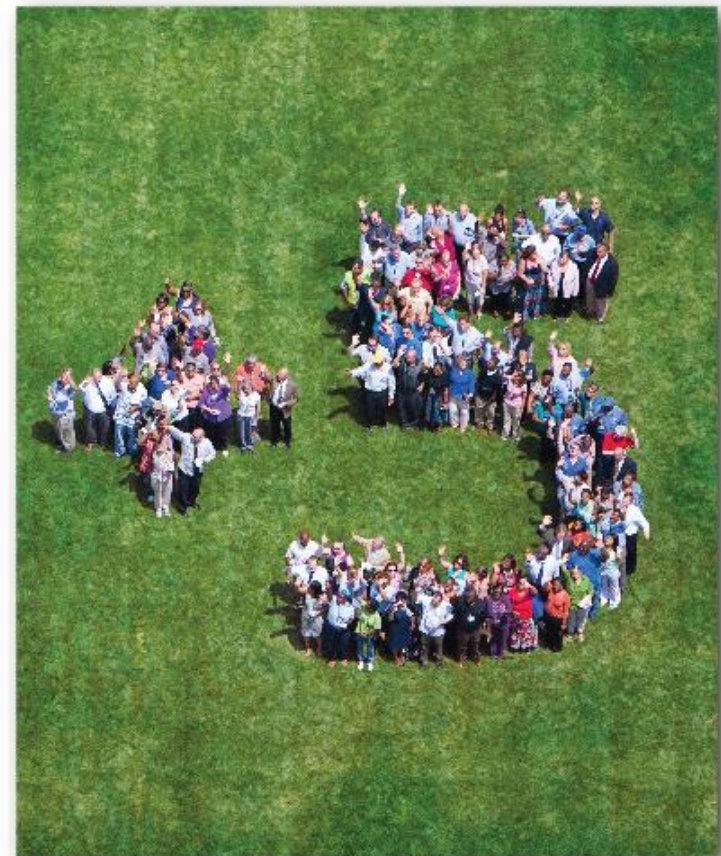
HIGH-5s ALL AROUND!

IT'S GREAT EMPLOYEES LIKE

YOU

WHO MAKE GREAT THINGS HAPPEN

website



employee event

HIGH-5 CAMPAIGN

RESIDENT ENGAGEMENT



CEU



KC MOMENTUM



LIVE TWEET-ALONG



NEXTDOOR



FACEBOOK



TWITTER

CAMPAIGN DELIVERABLES

Inaugural Class Began April 2014



25 participants



7 sessions

CLASS PHOTOS

Next class planned for
September 2014

KCMOMENTUM

Welcome to KC Momentum.

Welcome to Kansas City's MindMixer, an online conversation sponsored by The City of Kansas City, Mo. We are looking for new ways to hear from the community. Have an idea that could improve our community? The City is listening!

- **Recent use:**
 - FY15 Budget Feedback
 - Washington Square Park Planning
- **Plans for future:**
 - Active collaboration with MindMixer to apply this tool using best practice methods
 - Development of a “playbook” for running campaigns on MindMixer that governs how they should be structured, how often they should run, etc.
 - Development of an internal facing group on the MindMixer platform to be used to gather employee feedback, in conjunction with the annual employee survey

WHAT'S NEXT FOR CITIZEN ENGAGEMENT



- **A social network for neighborhoods with a “city component” that would allow the city to push communications to specific neighborhood groups**
- **Already up and running in many neighborhoods**
- **Idea was brought to table through the Ideas Fair and has been developed by the Challenge Cabinet**



- **A platform for citizens to band together and collectively ask questions of elected officials**
- **Once a threshold of interest has been reached, participating elected officials pledge to provide an answer that will be publicly displayed**
- **Initial participants from KCMO: Mayor Sly James, Councilman Ed Ford, and Councilman Dick Davis**

Final Thoughts or Questions?

